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Felix M. Edoho Sr
Lincoln University

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Cover Page Footnote

I acknowledge the constructive comments offered by the editors of the journal. They have helped to enhance the quality of the book review.

Markets, Globalization & Development Review



Book Review

John Kuada and Madei Mangori, How to Succeed as an Entrepreneur in Africa: A Practical Guide and Cases (2021)

If African economic environment is difficult, African business environment is even more challenging. Despite all this, however, there are glimpses of hope that entrepreneurial capitalism is gradually but surely gaining momentum in Africa. In this fundamental regard, entrepreneurial success story in African environment is not at all an oxymoron. Across African continent, individuals in several countries – Botswana, Ghana, South Africa, Zimbabwe, and more – have enacted entrepreneurial triumphs, and the success stories are largely untold.

Introducing the Authors

Narrating the eventual successful entrepreneurial journeys of humble beginners who have built business empires, the book by John Kuada and Madei Mangori is a fascinating reading. John Kuada is Professor Emeritus of International Management at Aalborg University Business School, Denmark. He holds two doctorate degrees – Ph.D. from Copenhagen Business School and Dr. Merc. from Aalborg University. He has taught international business, management and marketing at Aalborg University between 1990 and 2019 and was the director of the university's Master's degree programs in International Business and International Marketing from 1994 to 2012. He is the author and/or editor of 20 books, chapters, and over 100 articles in refereed scholarly and professional journals. Professor Kuada is the founder and editor-in-chief of the *Journal of Economic and Management Studies (AJEMS)* published by Emerald and previously, the founder and editor-in-chief of *African Journal of Business and Economic Research (AJBER)* published by Adonis and Abbey. He serves as a regular reviewer for international journals, such as *Journal of Macromarketing*, *Journal of World Business*, *Organizational Science*, and *Journal of African Business*. His research spans enterprise development, strategic management, export marketing, international marketing, leadership, intercultural management, internationalization of firms, and entrepreneurship. His empirical investigations cover selected African countries, especially as they relate to Denmark. Professor Kuada serves on

the editorial review boards of a number of marketing/management journals focusing on business and management in Africa and Asia. He is a consultant for international organizations and agencies, such as International Finance Corporation (a member of the World Bank Group) and Danish International Development Agency (Danida).

Madei Mangori has been Professor of Business Administration at Botho University in Botswana. He holds a Ph.D. in Business Management from Aldersgate College in the Philippines, and his professorship of Business Administration was conferred by Stafford University. Professor Mangori is the National Coordinator of Global World Institutions in collaboration with Aditya College India, CMR University Bangalore India, Aldersgate College in Philippines, Stafford University in Uganda, and Pathumthani University in Thailand. He is the Coordinator for Business and Contextual Ministry (CBCM) in collaboration with Botswana Bible Training Institute (BBTI), spearheading its accreditation for its tertiary level qualifications to Botswana Qualifications Authority. Professor Mangori is a Business Botswana Management Facilitator, Trainer and Consultant. He has over 36 years of experience as an organizational and management development expert in Southern Africa. He has contributed chapters to book publications (2014); a book titled *African Library Summit 2013: The Horizon and Beyond*, and a book titled *Finding Solutions to the Challenges of Internationalization* (2016). He has supervised over 100 MBA dissertations for Management College of Southern Africa. Professor Mangori has published extensively to include a single author book; coauthored book; chapters in edited volumes, and over 20 articles in peer-reviewed national and international journals. His publications straddle business management, entrepreneurship, human resource productivity, and strategic management. The book by Professors Kuada and Mangori is an important addition to the scholarly work on entrepreneurship in Africa, the world's second largest continent after Asia.

Scholarly Work on Entrepreneurship in Africa

The book is among the handful unique work in staking a new frontier for a proper understanding of business terrain in Africa and the individuals who have emerged as entrepreneurial trailblazers. Africa comprises 54 independent countries, 48 on the mainland and six island states. In 2000, Africa's population was estimated at 784.4 million. Annual population growth is projected at a compound rate of 1.6 percent until 2050, when it will reach 1.766 billion, representing 20 percent of the world. Despite the large consumer base, evidenced by its vast population, and promising investment opportunities for international entrepreneurs, Africa is still

perceived as a lost continent, and concomitantly grossly underrepresented in the entrepreneurship literature, just like in most other fields.

Akeredolu-Ale (1975) explores underdevelopment of entrepreneurship in Nigeria and the factors that account for this phenomenon. Marsden (1990) found that foreign enterprises provide highly valued assistance to African entrepreneurs, ranging from supplying equipment and machinery to professional services. The relationships between foreign and African enterprises are both complementary and competitive. Bewayo (1995) examines entrepreneurship in Uganda and interrogates why people are engaged in it. He found that a great majority of people are necessity-driven entrepreneurs, while a few are opportunity-driven. The former got into business because of lack of employment, while the latter started businesses because they saw opportunities they wanted to exploit. Spring and McDade, editors (1998) found that entrepreneurs in Africa are found in both the formal and informal sectors, and they vary from small to large scale. The book concludes that there are both standard, global business and management practices, as well as distinctly African ones. They probe whether or not entrepreneurship is the same or different in Africa compared to elsewhere in the world and the specific characteristics within the continent. Ahmad et al. (2010) noted that entrepreneurs in emerging markets, such as Malaysia, have to cope with formal and informal public and private institutions, which have significant impact on the development of entrepreneurship. Therefore, the skill sets that the entrepreneurs in this type of environment employ – to lead their ventures to survival and growth – may be quite distinct from those applied by entrepreneurs in the developed markets (Solesvik 2012). A study by Mamabolo et al. (2017) identified skills required by South African entrepreneurs to run their businesses successfully. Bowditch (1999) suggests critical avenues to grow Ghanaian economy and other African countries, finding these similar to what is obtained in countries in Southeast Asia.

Fick (2002) undertakes extensive study of successes of entrepreneurial ventures in over 20 specific countries (including Nigeria, Ghana, Cote d'Ivoire, Senegal, Zimbabwe, Botswana, South Africa, Kenya, and Tanzania) in African sub-regions. He notes that there is no shortage of entrepreneurs in Africa, and that over the centuries there have always been entrepreneurs in Africa. The study concludes with the prospects of continual improvement of Africa's socioeconomic environment and sustained creation of opportunities for skilled, innovative, and passionate entrepreneurs to implement their ideas and live their dreams. A book by Ogbor (2009) focuses on the theoretical approaches to the understanding of

entrepreneurship in Africa. He argues that in contrast to their counterparts in North American, Western European, and Southeast Asian settings, entrepreneurs in African countries have not been able to transform their economies to compete in the global economy and transform ventures from informal economic structure and survivalist mindset to that of entrepreneurial mindset. Agbor also identifies the factors that retard entrepreneurial development in Africa: the environment of entrepreneurship and the underdevelopment of managerial capabilities to manage entrepreneurial ventures. Hussain and Yaqub (2010) investigated the motivations, perceived success factors, and challenges for the micro-entrepreneurs in Pakistan. They identified pecuniary motives as the driving forces. Like in many other developing countries, they identified inaccessibility to financial capital, bureaucratic hurdles, and environmental uncertainties as the major barriers to entrepreneurship in the country. In their study of South Africa, Angola, Mozambique, and Madagascar, Herrington and Codura (2019) identified four main inhibitors of entrepreneurial development: lack of access to finance, government policies and regulations, practices for entrepreneurs and the poor levels of entrepreneurship education. The book by Professors Kuada and Mangori is an important addition to the scholarly work on entrepreneurship in Africa, the world's second largest continent, after Asia.

Overview of the Book

In the Kuada and Mangori's book, there are multiple categories of chapters. Profiles of eight successful entrepreneurs, and five illustrative cases constitute the fulcrum of the book. Faithful to its title, the authors offer practical guides that capture the experiences of those who are already doing well in various business ventures. More importantly, the book promises to be an invaluable template in the hands of those who are contemplating business ventures in Africa.

The book is organized into three parts. Part 1 comprises 14 impactful chapters (pp. 1-98). Each chapter explores different angle of entrepreneurship in the African context as well as provides practical guidance for prospective entrepreneurs in the region. Part 2 contains well-documented profiles of eight successful individual entrepreneurs (pp. 100-142); while Part 3 contains five case studies (pp.143-153).

Individual Chapters: Summaries and Assessment

In Chapter One, Kuada and Mangori set the stage for the entire book by exploring the mindset as a catalytic agent that fuels latent entrepreneurial ambition and subsequent manifest behavior. They made the point that

entrepreneurial mindset can be cultivated and nurtured. The key that unlocks the entrepreneurial mindset is the determination of the individuals. With determination emerges the desire and commitment to achieve and succeed. Personal efforts and inner determination help stimulate in individuals the creative abilities and potential to see success as an achievable task. The authors crown the chapter with the story of Mr. Roland Agambire who embodies the entrepreneurial mindset and personification of determination to succeed. From hawking kerosene and cigarette in the border towns, Mr. Agambire has become an entrepreneurial genius, presiding over a vast business empire with an annual turnover of two billion U.S. dollars. Well told by the authors, such a breathtaking entrepreneurial success is a story that prospective entrepreneurs need to know and try to emulate.

Chapter Two examines the issue of making profits for a purpose. In other words, making profits is not just for its own sake; rather, profit-making ought to be for a social purpose. The chapter is designed to help guide entrepreneurs in their approaches to making critical decision centering on their visions and missions for their ventures. It chronicles the lives of two prominent Ghanaians who have leveraged their entrepreneurial successes for the benefits of the larger society. The authors documented the experience of Fred Swaniker who saw leadership deficit in Africa and used his vast knowledge in the corporate world to set up African Leadership Academy, African Leadership Network, Global Leadership Adventures, and Africa Advisory Group.

Drawing on his Silicon Valley connections, Swaniker raised funds to launch the Academy in 2004. In 2016, he established The African Leadership University in partnership with Scotland's Glasgow Caledonian University. The overriding goal of the University is to train high caliber leaders who will drive Africa's development and inspire future generations. Located in Mauritius, the University has a towering ambition of building 25 campuses across the continent and training three million leaders in five decades. The authors also narrated the story of Mr. Robert Asare who took the handicraft industry in Ghana from a mere US\$200,000 in annual sales in the 1990s to a multimillion-dollar (US\$28 million) industry in 2011, creating blossoming export market for local producers, who previously were struggling to sell their crafts locally; and generating employment for hundreds, who previously were jobless. The entrepreneurial ingenuity of Mr. Asare helped extricate hundreds from the clutches of poverty.

Chapter Three focuses on growing entrepreneurial ventures. The chapter identifies the key drivers of business growth. Growing businesses require entrepreneurs to be focused: targeting time, energy, and financial

resources. Kuada and Mangori identify key attributes of growth-oriented entrepreneurship: tenacity, perseverance, persistency, determination, commitment, resilience, self-confidence, adaptability, flexibility, networking abilities, and passion. They entered a caveat that although these attributes may not be present at the embryonic stage of one's entrepreneurial journeys, they can be developed as the entrepreneurs' harness knowledge and gain experience with their business ventures. Central to building growth-oriented ventures are clear intentions; passionate commitment; and consistent actions. The importance of growth-entrepreneurship is the ability to recognize and take advantage of opportunities in the business environment. The authors cast entrepreneurial orientation as the ability to identify a problem or gap, and come up with innovative solution. The evolution of Danso Fruit Drinks is used to demonstrate how Mr. Charles Danso was able to identify the lack of fruit-processing industry in Ghana as a potential business opportunity to establish a blossoming tropical juice market. He capitalized on the opportunity to become the pioneer local Ghanaian company to produce, expand, and grow a variety of tropical fruit juices for both local and international markets.

In Chapter Four (Designing a Winning Strategy) and Chapter Five (Managing Efficiently and Effectively), Kuada and Mangori spark the interests of both practicing and prospective entrepreneurs in designing a winning strategy and addressing the management concepts of efficiency and effectiveness as they pertain to entrepreneurial ventures, respectively. The authors not only defined entrepreneurial strategic planning process (Chapter 4) as well as efficiency and effectiveness (Chapter 5), but they also operationalized and contextualized them. The chapter brings to life some important ideas to help guide entrepreneurs in their understanding of the strategic planning process and how to design and implement strategies that have high potential to achieve goals. The strategic planning process helps entrepreneurs to establish the long-term goals and objectives of their enterprises; identify steps to be implemented and allocate scarce resources for achieving the goals; and evaluate whether or not the goals have been achieved.

In designing a winning strategy, entrepreneurs ought to be cognizant of the import of efficiency and effectiveness as they pertain to turning their dreams into reality. Scarce resources need to be used in efficient and effective ways to achieve business goals. It is commonplace for African entrepreneurs to assume that strategic planning for business ventures is an exclusive territory of large corporations, and that efficiency and effectiveness apply only to such corporations. By contrast, the authors lay out granular steps and specific process to guide entrepreneurs who

undertake small-scale business ventures. The process of strategic planning helps to instill discipline not just in terms resource allocation, but also with regards to efficient and effective management of the resources and maintaining entrepreneurial focus.

Chapter Six addresses the critical question of developing and sustaining trust with business partners. Kuada and Mangori indicate the difficulty for people to engage in long-term business relationships in Africa. This means a pervasive trust deficit in the African business environment. The authors enumerate the adverse consequences of trust deficit. According to them, “The lack of trust imposes additional costs on businesses, including shortages of critical inputs, delays in payments of wages and salaries to employees and non-delivery of goods to customers (p. 49)”. Building trust is the key to creating and expanding network in business. There is a truism in the dictum that “one’s network equals one’s net worth”. If trust is the foundation of successful business undertaking and trust-building is a learnable skill, how do entrepreneurs go about developing it? The authors provide practical learnable skills in building and sustaining trust.

Chapter Seven dwells on managing employees well. In this chapter, Kuada and Mangori navigate the terrain of hiring and firing employees. In African context, hiring one’s family member is considered an absolute obligation, while firing a nonperforming family employee who actually hurts the business is almost an unpardonable taboo. The authors indicate how creative entrepreneurs have endeavored to successfully navigate this treacherous terrain to circumvent “the predatory demands of the families” by staying away from family social gatherings to avoid undue pressure until they have built up substantial financial resources before re-joining the family and be welcomed back into the family fold, “just like the biblical prodigal son (p. 55)”. The authors provide useful practical guidance on how to identify and hire talented employees and the do’s and don’ts of firing employees that hurt the business.

In Chapter Eight, Kuada and Mangori explore the choice of an appropriate leadership style for business ventures. Leadership is everything for all organizations, but even more so for the success of entrepreneurial ventures. The authors explain the two dominant leadership styles: task-oriented and employee-oriented. Sometimes these two leadership styles are perceived as polar opposites and mutually exclusive. But as Kuada and Mangori made clear, the two leadership styles can be practiced by the same individuals, depending on the circumstances they face, or the maturity and competencies of the employees they lead. While employees are generally considered stakeholders of organizations, the authors advocate for them to

be given a psychological sense of ownership. They also discuss the seven roles a leader can assume as a mentor. The “ACHIEVE” model – Ability, Clarity, Help, Incentive, Evaluation, Validity, and Environment – offers a useful framework for gauging successful leadership performance.

Chapter Nine addresses communication with maturity. Kuada and Mangori anchor communication as a phenomenon that facilitates daily operations of ventures and mediates effective coordination of business activities. According to them, while both external and internal communications are crucial, the latter binds employees together and improves morale in the business; facilitates planning and coordination of business activities; and helps employees make the right decisions. While speaking up is important, the authors argue that managers need to learn and understand the import of active listening. They discuss the role of personality in interpersonal communication processes. The chapter concludes with a thought-provoking story of the beggar that clearly demonstrates that there is a better way to communicate and elicit the intended positive responses.

Chapter Ten deals with engaging in fast learning. Learning is the lifeblood of entrepreneurship. Kuada and Mangori discuss the role of absorptive capacity in learning. That entrepreneurs assume they know a lot more about running their businesses than they actually do often prevents them from investing requisite time and resources to upgrade their knowledge and optimize their skills. Rather than engage in such self-deception, entrepreneurs need to be humble and recognize the inadequacy of their knowledge and seek opportunities to improve on it. The authors delineate four stages of learning or the hierarchy of competence that will be helpful in guiding the entrepreneurs to be cognizant of the need to adopt constant learning mindset. Henry Ford, the icon and pioneer entrepreneur in the U.S. automobile industry, is reputed to have said that “Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young”.

Chapter Eleven concerns how to generate and sustain positive human energy to drive firms to higher levels of achievements. Entrepreneurs are encouraged to become conversant with emotional knowledge to enable them explore ways to energize themselves and their employees. Engaging in meditation and self-reflection could help them sharpen their intuitive capabilities to make decisions that could change the trajectory of their enterprises for the better. The authors enumerate the attributes of positive human energy to include appreciation, collaboration, virtuousness, vitality, and meaningfulness. Kuada and Mangori contend that the inherent positive characteristics of employees means that they should

be managed as “assets” in contrast to “resources”. Because individual human beings are transmitters of energy within organizations, efforts should be exerted to encourage them to transmit positive energy to induce self-reinforcing effect. Finally, drawing on Asian religious philosophies, the authors discuss 10 fundamental life tendencies of human beings. Of these, six are lower level life conditions (hell, hunger, animality, anger, tranquility and rapture) which are governed by external circumstances, while the four higher level life conditions (learning, realization, altruism, and compassion/wisdom), are inner-driven and attainable by deliberate personal efforts.

In Chapter Twelve, Kuada and Mangori tackle effective entrepreneurial time management. Central to effective time management, they argue, is the ability to appropriately define and label those tasks that are urgent or not urgent as well as important or unimportant. Effective entrepreneurial time management is informed by the well-known adage that “time is money.” Entrepreneurs in Africa often conflate social and business affairs during working hours. Time squandered on trivialities will not be available for “urgent” or “important” tasks facing the company. The authors discuss the importance of delegation and the associated concepts of authority, responsibility, and accountability in time management. Managers who understand and practice effective delegation would free up their valuable time to deal with thorny issues confronting their companies. Managers who show fidelity to these guidelines by putting them into effect will evolve a new entrepreneurial culture with potential to raise employee productivity and performance without extra resources or costs.

Chapter Thirteen advocates for putting customers at the center of management decision-making. In this chapter, Kuada and Mangori articulate the pivotal role of customers in the success of any enterprise. They provide practical guides to entrepreneurs on how customer orientation can help them develop a strong business management culture that can enhance the prospects of their business performance. The authors highlight meeting the customer expectations as critical to building up customer support base to guarantee sustainable business success. Employees play crucial role in making customers happy, by treating them as kings and queens as well as princes and princesses. Managers need to develop vital skills in customer care and relational management as well as how to handle and address customer complaints.

In Chapter Fourteen, Kuada and Mangori discuss the importance of effectively managing business finances to create a stable financial future. Entrepreneurs need to understand financial statements (cash flow statement, income statement, and balance sheet) in order to properly know

and appreciate how their businesses perform. The authors state the truism that “Without [understanding] these financial statements, business owners will be blind to the financial health of the business.” If total revenue equals total expenses, entrepreneurs can continue in business as long as they want. The goal of every business, however, is to operate above the breakeven point. The authors painstakingly explain the financial ratios in granular details. The entrepreneurs need to know and understand what each figure on the financial statements represents. Knowledge and understanding of the basic key financial indicators are not esoteric skills reserved for financial gurus; they are very basic skills that will help entrepreneurs to monitor the financial health of their enterprises.

Overall Assessment of the Book

In Part 1 (9-98), Kuada and Mangori lay out all the conceptually rich chapters of the book. They present rich information in each chapter that builds upon the previous chapters and lays a foundation for the understanding and appreciation of the subsequent chapters. More importantly, the chapters provide key concepts that are well defined and operationalized with amplifications in case analysis in the applicable chapters. For example, Chapter One sets out the critical nature of mindset as the first key to business undertaking and success. The discussions are subsequently brought to life by application to Agambire and Agams Holding Company, whose founder, Mr. Roland Agambire, considers himself "a born entrepreneur." Similarly, Chapter Two deals with the issue of making profit for a purpose, with exemplification of Fred Swaniker and Robert Asare, two prominent successful entrepreneurs in Ghana. Discussions and issues such as these are what really place the book in its own class.

In Part 2 (100-142), Kuada and Mangori provide synoptic profiles of eight successful African entrepreneurs. It is not uncommon for young Africans who are dazzled by successful entrepreneurs who live flamboyant lifestyles to want to be like them. The simple reason is that many prospective young African entrepreneurs are familiar with how well successful entrepreneurs do, but not how they started and what they went through to arrive at where they currently are. The stories of the individuals and their journeys profiled by Kuada and Mangori inform that the road to entrepreneurial success is not paved with gold. So, both practicing and aspiring entrepreneurs should not only learn the lessons of successes, but they should also learn the lessons of failures. While the lessons of success will guide them in developing successful mindset, lessons of failure will help to avoid the proverbial entrepreneurial valleys of death.

In Part 3 (143-153), Kuada and Mangori present cases of successful business ventures in a variety of industries, ranging from poultry farming, waste management, hospitality, to clothing. In each of them, there are case study questions to engage the minds of the readers and provide additional insights about the inner operations of the enterprises.

Taken together, these three parts of the book make invaluable contributions to our stock of knowledge of entrepreneurship in the African context. The profiles of successful entrepreneurs and case studies of successful business ventures in a variety of industries and countries across African continent are all a testament to the expertise of the authors in articulating the growing and deepening entrepreneurship in the region. The book is enriched by embedding the stories of specific entrepreneurial journeys, profiling of individual entrepreneurs, documenting cases as well as operationalizing and applying contemporary management concepts to the African business environment. This book belongs in its own class in contrast to comparable work in the field. I have enjoyed the book and I recommend it to researchers, students, entrepreneurs, and policymakers who are interested in practical guidance on how to navigate and succeed in the African entrepreneurial environment.

Looking Ahead

To look ahead, it is imperative to provide a brief insight into Africa in order to properly identify and situate future research interest. Because Africa is considered a ghost continent, its potential as a fertile ground for successful entrepreneurial ventures is grossly underestimated, and has not attracted as much research interest from scholars as Western countries, followed by Asian countries. Contrary to the prevalent misconception, Africa's growth potential is enormous. The entrepreneurial successes documented by Kuada and Mangori attest to the fact that entrepreneurs are achieving spectacular progress in different countries in Africa in spite of perceived constraints. Market opportunities are more and more profitable in response to lucrative startups and utilization of the vast natural endowments. First, of the 10 fastest-growing economies in the pre-pandemic world of 2018, six were in Africa. Ghana was the fastest growing economy in the world, and five other African nations rank among the top ten. This indicates that Africa's market opportunities and economy are on a positive slope and trajectory. Second, in the *World Bank's 2019 Doing Business* index, five of the 10 most improved countries are in Africa, and one-third of all reforms recorded globally were in sub-Saharan Africa. There are many reasons for this, but mostly the untapped markets in Africa that are becoming lucrative alongside

urbanizing population, improved infrastructure, high rate of digital penetration, and expanding mobile access.

Looking ahead, Africa has a promising future with vast opportunities for robust entrepreneurship research agenda. One major area of research that deserves scholarly attention in Africa is the role of the informal sector, which is often mentioned pejoratively in the literature. Yet, it is estimated that the informal sector in African countries represents about 70 percent of the economy (Ogbor 2009). Spring and McDade (1998) indicate that a large number of entrepreneurs in Africa are found in both the formal and informal sectors. The central question is whether this sector should be discouraged by official public policy as currently is the case, or it should be acknowledged and systematically encouraged because of its role in ameliorating unemployment. Another potential area of research is the skillsets required for successful entrepreneurship in Africa. Are the standard entrepreneurial skillsets and practices used in the Western countries also applicable to entrepreneurship in the African environment? Spring and McDade (1998) found that both standard, global business and management practices, and distinctly African ones are the norms. Future research needs to probe whether or not entrepreneurship is the same or different in Africa compared to elsewhere in the world. Does the entrepreneurship mean the same thing in Africa as in North America or Europe? Efforts should be focused on identifying the specific characteristics of entrepreneurship within the continent. Ahmad et al. (2010) noted that entrepreneurs in emerging markets, such as Malaysia, have to cope with formal and informal public and private institutions, which have significant impact on the development of entrepreneurship. Ability to navigate such complex environment would require unique sets of skills that are novel to typical Western entrepreneurs.

Another area of research on entrepreneurship in Africa is the inconsistent public policy which, on the one hand, is purportedly designed to promote entrepreneurship, and on the other actually discourages if not penalizes venturing efforts (Edoho 2016). For instance, it has been found that small businesses in Nigeria face multiplicity of taxation by the federal, state, and local governments (World Bank 2012). In the World Bank/IFC (2010) *Doing Business*, Nigeria ranked the worst among the Economic Community of West African States (ECOWAS), with a staggering 938 hours of an average firm's time devoted to complying with various taxes. Finally, entrepreneurship education in Africa is another avenue for productive research in Africa. In North American and Western European countries, entrepreneurship is embedded in the school curriculum. Mainstreaming entrepreneurship is a key to inculcating and nurturing entrepreneurial mindset. A study of the constraints that prevent African countries from

integrating entrepreneurship in the educational curriculum deserves research attention.

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