

Abstract

In recent years, there has been a growing interest among economists in empirical analysis of the role of management in enterprise productivity, growth, and longevity, and a resurgence of an interest in industrial development in the international development cooperation community. Managerial capital is a focal point. One way to increase managerial capital in developing countries is to increase managerial capital of people who are working in industries, especially business owners and managers, through the spread of management knowledge and skills by means of management training, coaching and so forth. Another way, which is a longer-run approach, is to raise the education level in general and that of future business owners and managers in particular. The purpose of my dissertation is to contribute to the knowledge about each of these two approaches by using primary data collected in Vietnam, a country now entering the ranks of emerging states. In such countries, it is the children of current business owners who are more likely to have opportunity to pursue high education and more likely to enter industries by succeeding the business of their parents. Using the data of adult children of business owners collected in two industrial clusters in the suburb of Hanoi, Chapter 4 analyses their occupational and educational choices. Since such choices are made under the influence of their parents, this chapter develops and tests hypotheses derived from the Beckerian model of family with altruistic parents. Chapter 5 analyses the data collected in the above-mentioned industrial clusters before and after the managerial training featuring *Kaizen*, a Japanese management approach for productivity improvement. This training program for enterprises was implemented as a randomized controlled trial and consisted of classroom lectures and on-site coaching. It was followed by three follow-up surveys in the span of two years, which allows me to evaluate the training impacts in more than the very short run. The surveys asked both treatment and control enterprises about their willingness to pay for management training to reveal their value attached to managerial training. Taking advantage of these features, Chapter 5 extends the existing studies of the impact evaluation of management training interventions and finds the persistent impact of the training on the adopted level of managerial practices as well as business performance. This and other results of this chapter suggest that there is a lot of room for making management training and coaching programs more effective for the purpose of increasing managerial capital in developing countries.