

University of Groningen

Post-privatisation changes in management control, firm activities and performance

Redda, B.M.

IMPORTANT NOTE: You are advised to consult the publisher's version (publisher's PDF) if you wish to cite from it. Please check the document version below.

Document Version

Publisher's PDF, also known as Version of record

Publication date:

2007

[Link to publication in University of Groningen/UMCG research database](#)

Citation for published version (APA):

Redda, B. M. (2007). *Post-privatisation changes in management control, firm activities and performance: the case of Eritrea-based firms*. s.n.

Copyright

Other than for strictly personal use, it is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), unless the work is under an open content license (like Creative Commons).

Take-down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Downloaded from the University of Groningen/UMCG research database (Pure): <http://www.rug.nl/research/portal>. For technical reasons the number of authors shown on this cover page is limited to 10 maximum.

References

- Abdeen, A. (1980). The role of accounting in project and evaluation and control: the Syrian experience. *International Journal of Accounting*, 16, 143-60.
- Abdel-Kader, M. and Luther, R. (2004). An empirical investigation of the evolution of management accounting practices. *Working paper*, No. 04/06, October.
- Abernethy, M. A., & Lillis, A. M. (1995). The impact of manufacturing flexibility on management control system design. *Accounting, Organizations and Society*, 20, 241-58.
- Abraha, D. (2006). Business establishments processes in Eritrea – Success and failure factors. Paper presented at the 7th International Academy of African Business and Development [IAABD] Conference, Ghana, May 23-27.
- Adam, C., Cavendish, W. and Mistry, P.S. (1992). *Adjusting Privatisation: Case Studies from Developing Countries*, London: James Currey.
- Adam, E.E., Flores, B.E. and Macias, A. (2001). Quality improvement practices and the effect on manufacturing firm performance: evidence from Mexico and the USA. *International Journal of Production Research*, 39, 1: 43-63.
- Adler, R., Everett, A.M. and Waldron, M. (2000). Advanced management accounting techniques in manufacturing: utilization, benefits, and barriers to implementation. *Accounting Forum*, June, 24, 2: 131-50.
- Aharoni, Y. (1981). Performance Evaluation of State Owned Enterprises: A Process Perspective, *Management Science*. 27, 11: 1340-47.
- Ahmed, M.N. (1992). *A Critical Evaluation of the Methodological Underpinnings of Management Accounting Research: An Alternative Institutional Economic Framework*, Unpublished PhD. Thesis, University of Manchester.
- Alam, A.M.Q. (1982). Administrative Problems of Public Enterprises in Bangladesh. *Administrative Science Review*, XII, 2. Dhaka: National Institute of Public Administration, 77-100.
- Alam, M. (1990). The Budgetary Process in Uncertain Contexts: A Study of Public Sector Corporations in Bangladesh, Unpublished PhD Thesis, London School of Economics.
- Al-Namry, M. (1993). *Management accounting in Saudi Arabia: a comparative analysis of Saudi and Western approaches*. Unpublished PhD thesis, University of New Castle Upon Tyne.
- Al-Rohaily, A. (1992). *The evolution of accounting in Saudi Arabia: A study of its relevance to the social and economic environment*. University of Hull.
- Amburgey, T.L., Kelly, D., and Barnett, W.P. (1993). Resetting the clock: The dynamics of organizational change and failure. *Administrative Science Quarterly*, 38, 51-73.
- Anderson, S.W. and Lanen, W.N. (1999). Economic transition, strategy and the evolution of management accounting practices: the case of India. *Accounting, Organizations and Society*, 24, 379-412.
- Anderson, S.W., Young, S.M., 1999. The impact of contextual and process factors on the evaluation of activity-based costing systems. *Accounting, Organizations, and Society*, 24, 7: 525-59.
- Ansari, S.L. and Bell, J. (1991). Symbolism, Collectivism, and Rationality in Organisational Control. *Accounting, Organizations & Society*, 4, 2: 4-27.
- Anthony, R.N., Dearden, J. & Bedford, N.M. (1984). *Management Control Systems*. 5th ed., Richard D. Irwin, Homewood, Illinois.
- Anthony, R.N. & Herzlinger, R.(1986). *Management Control in Non-Profit Organisations*. Homewood, Illinois.
- Argyris, C. and Kaplan, R.S. (1994). Implementing new knowledge: the case of activity based Costing. *Accounting Horizons*, 8, 3: 83-105.

- Armstrong, P. (1991). "Contradiction and Social Dynamics in the Capitalist Agency Relationships". *Accounting, Organisations & Society*, 16, 1: 1-25.
- Arnold, P. and Cooper, C. (1999). A Tale of Two Classes: The Privatization of Medway Ports. *Critical Perspectives on Accounting*, 10, 2: 127-52.
- Arrow, K.J. (1964). Control in large organisations. *Management Science*, April, 1-36.
- Asechemie, D.P.S. (1997). African labour systems, maintenance accounting and agency theory. *Critical Perspectives on Accounting*, 8, 373-92.
- Atkinson, A. A., Balakrishnan, R., Booth, P., Cote, J. M., Groot, T., Malmi, T., Roberts, H., Uliana, E., & Wu, A. (1997). New directions in management accounting research. *Journal of Management Accounting Research*, 9, 79-108.
- Aussenegg, W. and Jelic, R. (2002). Operating performance of Privatized companies in transition economies: the case of Poland, Hungary and the Czech Republic. *Working paper*, November, JEL classification: G32, P34, P52.
- Ayub, M. & Hegstad, S. (1986). "Public Industrial Enterprises: Determinants of Performance". *World Bank Industry & Finance Series*, no 17, Washington D.C.
- Baiman, S. (1990). "Agency Research in Managerial Accounting: A Second Look". *Accounting, Organisations & Society*, 341-71.
- Baiman, S. (1982). "Agency Research in Managerial Accounting: A Survey". *Journal of Accounting Literature*, Spring, 154-213.
- Baines, A. and Langfield-Smith, K. (2003). Antecedents to management accounting change: a structural equation approach. *Accounting, Organisations and Society*, 28: 675-98.
- Banker, R. D., Potter, G., & Srinivasan, D. (2000). Empirical investigation of an incentive plan that includes non-financial performance measures. *The Accounting Review*, 75, 65-92.
- Bardhan, P. (1989). "The New Institutional Economics and Theory: A Brief Critical Assessment". *World Development*, 17, 9: 1389-95.
- Barzel, Y. (1989). *Economic analysis of property rights*, Cambridge: Cambridge University press.
- Bauer, P.T. (1976). *Descent on Development*, Weidenfeld and Nicholson.
- Bauer, P.T. & Yamey, B. (1957). *The Economics of Underdeveloped Countries*. Cambridge.
- Berliner, C. and Brimson, J.A. (1988). *Cost management for today's and advanced manufacturing*. Harvard Business School Press.
- Berry, A.J., Capps, T., Cooper, D., Ferguson, P., Hopper, T., and Lowe, R.A. (1985). "Management Control in an Area of the NCB: Rationales of Accounting Practices in a Public Enterprise". *Accounting, Organisations & Society*, 2-28.
- Bevis, H.W. (1958). "The Accounting Function in Economic Progress". *Journal of Accounting*, 24-34.
- Bhimani, A., (1994). Monitoring performance measures in UK firms, *Management Accounting - UK.*, January, 34/36, 54.
- Birnberg, J.B., Shields, M.D. and Young, S.M. (1990). The case for multiple methods in empirical management accounting research (with an illustration of budget setting). *Journal of Management Accounting Research*, Fall, 33-66.
- Björkman, I. and Xiucheng, F. (2002). Human resource management and the performance of Western firms in China. *Int. J. of Human Resource Management* 13, 6: 853-64.
- Black, B., Kraakman, R. and Tarassova, A. (2000). Russian privatization and corporate governance: what went wrong? 52 *Stanford Law Review*, 1731.

- Boardman, A. and Vining, A.R. (1989). Ownership and performance in competitive environments: A comparison of the performance of private, mixed and state-owned enterprises. *Journal of Law and Economics*, 32, 1-33.
- Boubakri, N. and Cosset, J.-C. (1998). The Financial and Operating Performance of Newly-Privatized Firms: Evidence From Developing Countries, *Journal of Finance*, 53, 3: 1081-110.
- Boycko, M., Shleifer, A. and Vishny, R. (1993). A theory of privatisation. *Working paper*, Harvard University.
- Boycko M., Shleifer, A. and Vishny, R. (1995). *Privatizing Russia*, MIT Press, Cambridge.
- Brandint, W. (1980). "North-South: A Programme for Survival", *Report of the Independent Commission on International Development Issues*, Cambridge Mass: MIT Press.
- Briston, R.J. (1978). "The Evolution of Accounting in Developing Countries". *The International Journal of Accounting Education and Research*, 14, 1: 105-20.
- Broadbent, J. (1999). The State of public sector accounting research The APIRA Conference and some personal reflections. *Accounting, Auditing & Accountability Journal*, 12, 1: 52-57.
- Broadbent, J. and Guthrie, J. (1992). Changes in the Public Sector: A Review of recent 'Alternative' Accounting Research. *Accounting, Auditing & Accountability Journal*, 5, 2: 3-31.
- Bromwich, M. and Cramer, D. (1994). *Management accounting: Pathways to progress*. The Chartered Institute of Management Accountants.
- Brownell, P. (1985). Budgetary systems and the control of functionally differentiated organizational activities. *Journal of Accounting Research*, 23: 502-12.
- Bruggeman, W., & Slagmulder, R. (1995). The impact of technological change on management accounting. *Management Accounting Research*, 6, 241-52.
- Brunette, A., Kisunko, G. and Weder, B. (1997). Institutional obstacles to doing business: Region-by-region results from a worldwide survey of the private sector, *World Bank PRD Working Paper* 1759.
- Bruns, W.H. and Kaplan, R.S. (1987). *Accounting and Management: field study perspectives*. Harvard Business School Press, Boston.
- Bunce, P., Fraser, R. and Woodcock, L. (1995). Advanced budgeting: a journal to advanced management systems. *Management Accounting Research*, 6, 253-66.
- Burawoy, M. (1979). *Manufacturing Consent*. Chicago, IL University of Chicago Press.
- Burchell, S.C., Clubb, C., Hopwood, A.G. & Naphapiet, J. (1980). The Role of Accounting in Organisations and Society. *Accounting, Organisations & Society*, 5, 1: 5-27.
- Burrell, G. and Morgan, G. (1979). *Sociological paradigms and organizational analysis*. Heinemann, London.
- Callahan, C. M., & Gabriel, E. A. (1998). Information in imperfectly competitive markets: a theoretical and empirical investigation. *Contemporary Accounting Research*, 15, 4: 419-55.
- Campbell, D. (1993). Why Regulate the Modern Corporation? The Failure of 'Market Failure', in McCahery, *et al.*, (eds.) *Corporate Control and Accountability: Changing Structures and the Dynamics of Regulation*, Clarendon Press, Oxford.
- Cardoso, F.H. & Falletto, E. (1979). *Dependency and Development in Latin America*, University of California Press (First Published in Spanish in 1971).
- Chaderton, R. & Taylor, P.J. (1993). Accounting Systems of the Caribbean: Their Evolution and Role in Economic Growth and Development, *Research in Third World Accounting*, 2, 45-66.
- Chenhall, R.H. 2003. Management control systems design within its organizational context: findings from contingency-based research and directions for the future. *Accounting, Organizations and Society*, 28, 2/3: 127-68.

- Chenhall, R.H., and Langfield-Smith, K. (1998). Adoption and benefits of management accounting practices: An Australian study. *Management Accounting Research*, 9, 1-19.
- Chenhall, R.H., and Langfield-Smith, K. (1998a). Factors influencing the role of management accounting in the development of performance measures within organisational change programs. *Management Accounting Research*, 9: 361-86.
- Chenhall, R.H. and Langfield-Smith, K. (1998b). The relationship between strategic priorities, management techniques and management accounting: An empirical investigation using a systems approach. *Accounting, Organizations, and Society*, 23, 3: 243-64.
- Chenhall, R.H. and Morris, D. (1995). Organic Decision and Communication Processes and Management Accounting Systems in Entrepreneurial and Conservative Business Organizations. *Omega, International Journal of Management Science*, 23, 5: 485-97.
- Chisari, O., Estache, A. and Romero, C. (1997). Winners and losers from utility privatization in Argentina: lessons from a general equilibrium model. World Bank, *Policy Research Working Paper* 1824.
- Chiu, J. (1973). *An empirical investigation of management accounting techniques in the manufacturing companies of Taiwan*. University of Missouri.
- Chong, V., & Chong, K. (1997). Strategic choices, environmental uncertainty and SBU performance: a note on the intervening role of management accounting systems. *Accounting and Business Research*, 27, 4: 268-76.
- Chua, W.F. (1986). Radical Development in Accounting Thought. *The Accounting Review*, October, 601-32.
- Cohn, W.M. and Levinthal, D. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35, 128-52.
- Collins, D.F. and Moore, D.G. (1970). *The Organisation Makers: A study of independent entrepreneurs*. New York: Meredith Publishing.
- Commander, S. and Killick, T. (1988). 'Privatisation in Developing Countries: A Survey of the Issues', in Cook, P. and C. Kirkpatrick (eds.), *Privatisation in Less Developed Countries*, New York: Harvester Wheatsheaf, 91-117.
- Cook, P. (1986). Liberalisation in the Context of Industrial Development in LDCs. *Manchester Discussion Papers in Development Studies*, No.8602, University of Manchester.
- Cook, P. & Kirkpatrick, C. (1988). *Privatisation in Less Developed Countries*, Wheatsheaf, Hamel Hempstead.
- Cook, P. & Kirkpatrick, C. (1995). *Privatisation Policy and Performance: International Perspectives*, Prentice Hall, Harvester Wheatsheaf.
- Cook, P. and Uchida, Y. (2004). *Performance of privatised regulated and non-regulated enterprises in Developing Countries*. Paper presented to the 3rd CRC International Conference, September 7-9, Cape Town, South Africa.
- Cooper, R. (1987). Does Your Company Need a New Cost System? *Journal of Cost Management*, 3: 23-39.
- Cooper, R. (1988). Cost management concepts and principles: the rise of activity-based costing - part one, what is an activity-based cost system. *Journal of Cost Management*, March, 45-54.
- Corden, W.M. (1974). *Trade Policy and Economic Welfare*, Oxford.
- Corea, G. (1988). Case or No Case for Privatisation in Sri Lanka. *Central Bank News Survey*, 8, 3-4: 1-5.
- Craig, J. (2000). Evaluating Privatisation in Zambia: A Tale of Two Processes. *Review of African Political Economy*, London, 357-366.
- Cyert, R.M. & March, J.G. (1963). *A behavioural Theory of the Firm*, Prentice Hall, Englewood Cliffs.
- D'Souza, J. and Megginson, W. (1998). *The Financial and Operating Performance of Privatized Firms During the 1990's*, mimeo, Department of Finance, Terry College of Business, The University of Georgia, Athens, GA.

- D'Souza, J., Megginson, W. and Nash, R. (2001). Determinants of Performance Improvements in Privatized Firms: The Role of Restructuring and Corporate Governance. *Working Paper*, University of Oklahoma.
- Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science*, 32, 554-71.
- Daily, C.M. and Dollinger, M.J. (1992). An empirical examination of ownership structure in family and professionally managed firms. *Family Business Review*, 5, 2: 117-36.
- Damanpour, F. (1987). The adoption of technological, administrative, and ancillary innovations: Impact of organizational factors. *Journal of Management*, 13, 675-88.
- Davila, T. (2000). An empirical study on the drivers of management control systems' design in new product development. *Accounting, Organizations and Society*, 25, 383-409.
- DeCastro, J.O., and Uhlenbruck, K. (1997). Characteristics of privatization: Evidence from developed, less-developed, and former communist countries. *Journal of International Business Studies*, 28, 123-43.
- de Haan, J. and Siermann, C.L.J. (1996). Political Instability, Freedom, and Economic Growth: Some Further Evidence. *Economic Development and Cultural Change*, 44, 2: 339-50.
- Demski, J.S. & Feltham, G.A. (1978). Economic Incentives and Budgetary Control Systems. *Accounting Review*, April, 236-59.
- Dent, J.F. 1990. Strategy, organization and control: some possibilities for accounting research. *Accounting, Organizations and Society*, 15, 1/2: 3-25.
- Denzin, N.K. (1989a). *Interpretive Intercationism*, London, Sage.
- Denzin, N.K. (1989b). *The research act*, 3rd ed. Englewood Cliffs, N.J.: Prentice Hall.
- Dhavalé, D. G. (1996). Problems with existing manufacturing performance measures. *Journal of Cost Management*, Winter, 50-55.
- Donald, D. & Hutton, A. (1998). Public Purpose and Private Ownership: Some Implications of the Great Capitalist Restoration for the Politicisation of Private Sector Firms in Britain. *Journal of Economic Issues*, 32, 2: 457-64.
- Downs, G.W. and Mohr, L.B. (1976). Conceptual issues in the study of innovation. *Administrative Science Quarterly*, 21, 700-14.
- Drury, C. Braund, S., Osborne, P. and Tayles, M. (1993). *A Survey of Management Accounting Practices in UK Manufacturing Companies*. ACCA Research Report No. 32, Glasgow.
- Drury, C. & Tayles, M. (2000). *Cost System Design and Profitability Analysis in UK Companies*. London: CIMA.
- Duck, R.E.V. (1971). The use of management accounting techniques in industry, Research note. *The Journal of Management Studies*, 355-61.
- Dunk, A.S. (1992). Reliance on budgetary control, manufacturing process automation and production sub-unit performance: a research note. *Accounting, Organisations and Society*, 17, 3/4: 195-203.
- Dzakpasu, C. (1998). Privatisation and management development in Africa, International action programme on privatization, restructuring and economic democracy working paper – IPPRED-10, [ILO – Employment].
- Eccles, R.G. (1991). The performance measurement manifesto. *Harvard Business Review*, Jan–Feb, 131-37.
- El-Ebaishi, M., Karbhari, Y. and Naser, K. (2003). Empirical evidence on the use of management accounting techniques in a sample of Saudi manufacturing companies. *IJCM*, 13, 2: 74-101.
- Elnathan, D., Lin, T. W., & Young, S. M. (1996). Benchmarking and management accounting: a framework for research. *Journal of Management Accounting Research*, 8, 37-54.
- Enthoven, A.J.H. (1969). Accountancy for Economic Development. *Finance and Development*, September, 24-29.

- Enthoven, A.J.H. (1973). *Accounting and Economic Development Policy*, New York, Amsterdam, North Holland, Elsevier.
- Espeland, W.N. & Hirsch, P.M. (1990). Ownership Changes, Accounting Practice, and the Redefinition of the Corporation. *Accounting, Organisations & Society*, 15, 1/2, 77-96.
- Ezzamel, M. (1990). The impact of environmental uncertainty, managerial autonomy and size on budget characteristics. *Management Accounting Research*, 1, 181-97.
- Fahy, J., Hooley, G., Cox, T., Beracs, J., Fonfara, K., and Gabrijan, V. (1999). Privatisation and Sustainable Competitive Advantage in the Emerging Economies of Central Europe, in *Marketing and Competition in the Information Age: 28th EMAC Conference Proceedings*, Lutz Hildebrandt, Dirk Annacker and Daniel Klapper (eds.), Berlin, Germany
- Firth, M. (1996). The diffusion of managerial accounting procedures in the People's Republic of China and the influence of foreign partnered joint ventures. *Accounting, Organisations and Society*, 21, 7/8: 629-54.
- Fisher, J.G. (1995). Contingency-based research on management control systems: Categorization by level of complexity. *Journal of Accounting Literature*, 14, 24-53.
- Flamholtz, E.G. (1983). Accounting, budgeting and control systems in their organizational context: Theoretical and empirical perspectives. *Accounting, Organisations & Society*, 8, 2/3: 153-69.
- Flapper, S.D.P., Fortuin, L. and Stoop, P. (1996). Towards consistent performance management systems. *International Journal of Operations and Production management*, 16, 7: 27-37.
- Flemming, J & Mayer, C. (1997). The Assessment: Public-Sector Investment. *Oxford Review of Economic Policy*, Winter, 13, 4: 1-11.
- Flick, U. (2002). *An introduction to qualitative research*, 2nd ed., SAGE Publications, London.
- Fontaine, J.M. & Geronimi, V. (1995). 'Private Investment and Privatisation in Sub-Saharan Africa', in Cook, P. & C. Kirkpatrick, (eds.), *Privatisation Policy and Performance*, Prentice Hall, Harvester Wheatsheaf.
- Frydman, R., C. Gray, M. Hessel and A. Rapaczynski (1997). Private Ownership and Corporate Performance: Evidence from Transition Economies. *Research Report 97-28*, C.V. Starr Center for Applied Economics, New York University.
- Funkhouser, R. & McAvoy, P.W. (1979). A Sample Observation on Comparative Prices in Public and Private Enterprise. *Journal of Public Economics*, 11, 3: 353-68.
- Galal, A., Jones, L., Tandon, P. and Vogelsang, I. (1994). *Welfare Consequences of Selling Public Enterprises*. The World Bank, Washington, DC.
- Garrison, R and Noreen, E. (1997). *Management Accounting: Concepts for Planning, Control, Decision Making*, 8th edition. Irwin.
- Ghartey, J.B. (1985). Accountability, the Threshold of Political Instability, Underdevelopment, and Misery: The Case of Africa. *The International Journal of Accounting Education and Research*, 21: 143-58.
- Ghauri, P., Gronhaug, K. and Kristianslund, I. (1995). *Research methods in business studies: a practical guide*. Prentice Hall.
- GOE, (1998) *National Economic Policy Framework and Program for 1998-2000*, Government of the State of Eritrea, (March) Asmara, Eritrea.
- Goldkuhl, G. and Nilsson, E. (2000). Organisational ability – constituents and congruencies. *Working paper*, Accepted to the OR42 Conference: Stream 'Knowledge and Learning – a Socio-technical Perspective' 12-14 September.
- Goodman, J.B. & Loveman, G.W. (1991). Does Privatisation Serve the Public Interest? *Harvard Business Review*, November-December, 69, 6: 26-38.

- Gosse, D. I. (1993). Cost accounting's role in computer-integrated manufacturing. *Journal of Management Accounting Research*, Fall, 159-79.
- Govindarajan, V., Anthony, R.N., 1983. How firms use cost data in pricing decisions. *Management Accounting*, July, 30-37.
- Govindrajana, V. and Shank, J.K. (1992). Strategic Cost Management: Tailoring Controls to Strategies, *Journal of Cost Management*, Fall, 14-24.
- Granlund, M., & Lukka, K. (1998). It's a small world of management accounting practices. *Journal of Management Accounting Research*, 10, 153-79.
- Graves, O.F. & Berry, M. (1989). Accounting's Role in Successful Economic Development: Some Normative Evidence from the German Democratic Republic. *International Journal of Accounting*, 24: 189-220.
- Greenwood, R. and Hinings, C.R. (1996). Understanding radical organizational change: bringing together the old and the new institutionalism. *Academy of Management Review*, 21, 4: 1022-54.
- Hailemariam, S. (2001). *Corporate Value Creation, Governance, and Privatisation: Restructuring and Managing Enterprises in Transition, the Case of Eritrea*, a PhD. Thesis, University of Groningen, The Netherlands.
- Haldma, T. and Lääts, K. (2002). Contingencies influencing the management accounting practices of Estonian manufacturing companies. *Management Accounting Research*, 13: 379-400.
- Hamel, G. and Prahalad, C.K. (1994). *Competing for the future*. Cambridge MA: Harvard University Press.
- Harper, J.T., (2001). Short-term effects of privatization on operating performance in the Czech Republic. *Journal of Financial Research*, 24, 119-31.
- Hausmann, R. and Gavin, M. (1996). Securing stability and growth in a shock-prone region: The policy challenge for Latin America, in *Securing Stability and Growth in Latin America: Policy Issues and Prospects for Shock-Prone Economies*. Hausmann and Helmut Reisen, eds. Paris: OECD.
- Hemming, R. and Mansoor, A. M. (1988). *Privatisation and SOEs*. Occasional Paper no 56. Washington, DC: IMF.
- Hewagama, D. & Warnapala, V. (1989). *Recent Politics in Sri Lanka*, Lakehouse, Colombo.
- Hines, R.D. (1988). Financial Accounting: In communicating reality, We construct reality. *Accounting, Organisations & Society*, 13, 3: 251-61.
- Hodges, R. & Wright, M. (1995). Audit and Accountability in the Privatisation Process: The Role of the National Audit Office. *Financial Accountability and Management*, 11, 2, 153-70.
- Hofstede, G. (1968). *The Game of Budget Control*, Tavistock Institute.
- Hofstede, G. (1980). *Culture's Consequences: International differences in work-related values*. SAGE Publications, London.
- Hopper, T.M., Annisette, M., Uddin, S. and Wickramasinghe, D.P. (1995). Some Challenges and Alternatives to Positive Accounting Research, in Jones *et al.*, (eds.) *Accounting Theory: A Contemporary Review*, Harcourt Brace.
- Hopper, T.M. & Berry, A.J. (1983). Organisational Design and Management Control, in Lowe, T. & Machin, J.L.J. eds., *New Perspectives in Management Control*, London: Macmillan.
- Hopper, T.M., Cooper, D., Lowe, T., Capps, T. & Mouritsen, J. (1986). Management Control and Worker Resistance in the NCB: Financial Control in the Labour Process, in Night, D. and Wilmott, H. (eds.) *Managing Labour Process*, Aldershat, Golwer.
- Hopper, T.M. & Powell, A. (1985). Making Sense of Research into the Organisational and Social Aspects of Management Accounting: A Review of its Underlying Assumptions. *Journal of Management Studies*, 22, 5, 429-65.

- Hopper, T.M., Storey, J. and Wilmott, H. (1987). Accounting for Accounting: Towards the Development of a Dialectical View. *Accounting, Organisations & Society*, 12, 5: 437-56.
- Hopper, T.M., Tsamyeni, M., Uddin, S. and Wickramasinghe, D. (2004a). Management accounting transformation in poor British Ex-Colonies. Paper presented at the 4th conference of Asia Pacific Interdisciplinary Research in Accounting, 4 to 6 July, Singapore.
- Hopper, T.M., Uddin, S., Tsamyeni, M. and Wickramasinghe, D. (2004b). Management accounting and control research in the Third World: A review of the current state. *Working Paper*, Manchester School of Accounting and Finance, University of Manchester.
- Hopwood, A.G. (1987). The archaeology of accounting systems. *Accounting, Organizations and Society*, 12, 207-34.
- Hopwood, A.G. and Miller, P. (eds.) (1994). *Accounting as Social and Institutional Practice*, Cambridge University Press.
- Hoque, A.K.M.Z. (1993). *Management Control in Public Sector Enterprises: A Case Study of Budgeting in the Jute Industry of Bangladesh*, Unpublished PhD. Thesis, University of Manchester.
- Hoque, A.K.M.Z. and Alam, M. (1999). TQM Adoption, Institutionalism and Changes in Management Accounting Systems: A Case Study. *Accounting and Business Research*, 29, 3: 199-210.
- Hoque, A.K.M.Z. & Hopper, T.M. (1994). Rationality, Accounting and Politics: A case study of management control in a Bangladeshi Jute Mill. *Management Accounting Research*, 5, 1: 5-30.
- Hoque, A.K.M.Z. and Hopper, T.M. (1997). Political and Industrial Relations Turbulence, Competition and Budgeting in the Nationalised Jute Mills of Bangladesh. *Accounting and Business Research*, 27, 2: 125-43.
- Horngren, C.T. (1972). *Cost Accounting: A Managerial Emphasis*, Prentice-Hall International Editions.
- Horngren, C.T. (1995). Management accounting: this century and beyond. *Management Accounting Research*, 6, 281-86.
- Horngren, C., Sundem, G. and Stratton, W. (1996). *Introduction to Management Accounting*. 10th edition. Prentice Hall. Upper Saddle River. New Jersey.
- Hove, M.R. (1986). Accounting Practices in Developing Countries: Colonialism's Legacy of Inappropriate Technologies. *International Journal of Accounting*, Fall, 81-100.
- Hulme, D. and Tuner, D. (1990). *Sociology of Development: Theories, Policies and Practices*. Hemel: Harvester Wheatsheaf.
- Hunter, J.M. (1964). Accounting and Economic Development. *Business Topics*, Spring, 57-60.
- IFAC (1998). *The measurement and management of intellectual capital: An introduction*, <http://www.ifac.org/StandardsAndGuidance/FMAC/IMAS7.html>
- IMF (1998). *Eritrea: Selected Issues*, IMF Staff Country Report No. 98/91, Washington, D.C.
- IMF (1986). *World Economic Outlook*, Washington, D.C.
- IMF (2003a). Eritrea: 2003 Article IV Consultations – Staff Report; Public information notice on Executive Board Discussion; and Statement by the Executive Director for Eritrea. IMF Country Report No. 03/165, June.
- IMF (2003b). Eritrea: Selected issues and statistical appendix. IMF Country Report No. 03/166, July.
- Innes, J and Mitchell, F (1990). The process of change in management accounting: some field study evidence. *Management Accounting Research*; 1, 3-19.
- Irvine, J., Miles, I. & Evans, J. (eds.) (1979). *Demystifying Social Statistics*, London Pluto Press.
- Ittner, C.D., and Larcker, D.F. (1995). Total quality management and the choice of information and reward systems. *Journal of Accounting Research*, 33 (Supplement), 1-34.

- Ittner, C.D., and Larcker, D.F. (1998). Innovations in performance measurement: Trends and research implications. *Journal of Management Accounting Research*, 10, 205-38.
- Ittner, C., Larcker, D. and Rajan, M. (1997). The choice of performance measures in annual bonus contracts. *The Accounting Review*, 72, 2: 231-55.
- Jackson, P.M. and Palmer, A.J. (1988). 'The economics of internal organization: the efficiency of parastatals in less developed countries', in Cook, P. and C. Kirkpatrick (eds.), *Privatisation in Less Developed Countries*, New York: Harvester Wheatsheaf, 159-70.
- Jensen, M.C. and Meckling, W.H. (1976). Theory of the Firm: Managerial Behaviour, Agency Cost, and Ownership Structure. *Journal of Financial Economics*, 3: 305-60.
- Johnson, H. T., 1992. *Relevance Regained: From Top-Down Control to Bottom-down Empowerment*, New York, Free Press.
- Johnson, H.T. and Kaplan, R.S. (1987). *Relevance Lost – The Rise and Fall of Management Accounting*. Boston, Harvard Business School Press.
- Jomo, K.S. (1995). 'Malaysia's Privatisation Experience', in Cook, P. & C. Kirkpatrick (eds.), *Privatisation Policy and Performance International Perspectives*, Prentice-Hall: Harvester Wheatsheaf, 225-43.
- Jones, C.S. (1992). The Attitudes of Owner-Managers towards Accounting Control Systems Following Management Buy-Outs. *Accounting, Organisations & Society*, 17, 2: 151-68.
- Jones, C.S. and Sefiane, S. (1992). The Use of Accounting Data in Operational Decision Making in Algeria. *Accounting, Auditing and Accountability Journal*, 5, 4: 71-83.
- Jones, L. (1975). *Public Enterprise and Economic Development: The Korea Case*, Seoul: Korea Development Institute.
- Jones, C.S. (1985). An Empirical Study of the Role of the Management Accounting Systems Following Take-Over or Merger. *Accounting, Organisations & Society*, 10, 2: 177-200.
- Joye, M.P. and Blayney, P.I., 1990. *Cost and Management Accounting Practices in Australian Manufacturing Companies: Survey Results*, Monograph no. 7, The Accounting and Finance Foundation, University of Sydney.
- Kaplan, R.S. (1986). Accounting lag: the obsolescence of cost accounting systems. *California Management Review*, 28, 2: 174-99.
- Kaplan, R.S. (1994). Management accounting 1984–1994: development of new practice and theory. *Management Accounting Research*, 5, 247-60.
- Kaplan, R.S. and Norton, D. (1996). *The Balanced Scorecard: Translating strategy into action*. Harvard Business Press, Boston, MA.
- Karatas, C. (1995). 'Has Privatisation Improved Profitability and Performance of the Public Enterprises in Turkey', in Cook, P. & C. Kirkpatrick (eds.), *Privatisation and Performance*, Prentice-Hall, Harvester Wheatsheaf, 244-62.
- Kay, J.A. and Thompson, D.J. (1986). Privatisation: A Policy in Search of a Rationale. *Economic Journal*, 96, 18-32.
- Kennedy, R.M. and Hobohm, S. (1999). Capacity building for private sector development in Africa. *PSD Technical Working Papers Series No. 3; Supporting private Industry*, UNIDO.
- Khandwalla, P. N. (1972). The Effect of Different Types of Competition on the Use of Management Controls, *Journal of Accounting Research*, 275-85.
- Khandwalla, P. N. (1977). *The design of organizations*. New York: Harcourt-Brace-Jovanovich.
- Khatkhate, D.R., (1992). The Regulatory Impediments to the Private Industrial Sector Development in Asia; A comparative study. *World Bank - Discussion Papers 177*, World Bank.

- Kikeri, S., Nellis, J. and Shirley, M. (1992). Privatization: The lessons of experience (The World Bank, Washington, D.C.).
- Kikeri, S., Nellis, J. and Shirley, M. (1994). Privatization: Lessons from Market Economies. *The World Bank Research Observer* 9, 2.
- Killick, T. (1983). The Role of the Public Sector in the Industrialisation of African Developing Countries. *Industrial Development*, UNIDO, 7: 47-76.
- Kimberly, J.R. and Evanisko, M.J. (1981). Organizational Innovation: The influence of individual, organisational, and contextual factors on Hospital adoption of technological and administrative innovations. *Academy of Management Journal*, 24, 4: 689-713.
- Kim, K. (1981). Enterprise Performance in the Public and Private Sectors: Tanzanian Enterprise Experience, 1970-75. *Journal of Developing Areas*, 15, 3: 471-84.
- Kumar, J. (2004). Does Ownership Structure Influence Firm Value? Evidence from India. *Working Paper*, Indira Gandhi Institute of Development Research, *JEL Classification*: G32; G34, 1-31.
- Lal, D. (1983). *The Poverty of "Development Economics"*, Hobart Paperback, Institute of Economic Affairs.
- Langfield-Smith, K. (1997). Management control systems and strategy: a critical review. *Accounting, Organizations and Society*, 22, 2: 207-32.
- La Porta, R. and López-de-Silanes, F. (1997). The Benefits of Privatization: Evidence from Mexico. *Working paper* 6215, October, National Bureau of Economic Research Cambridge, MA.
- Lauterbach, B. and Vaninsky, A. (1999). Ownership structure and firm performance: evidence from Israel. *Journal of Management Governance*, 3, 189-201.
- Lee, J. (1987). *Managerial Accounting Changes for the 1990s*. Addison-Wesley, Los Angeles, CA.
- Libby, T. and Waterhouse, J.H. (1996). Predicting change in management accounting systems. *Journal of Management Accounting Research*, 8, 137-50.
- Lieberman, I.W. (1993). Privatisation: The Theme of the 1990s: An Overview. *Columbia Journal of World Business*, 28, 2: 8-17.
- Lingle, J.H. and Schiemann, W.A. (1996). From Balanced Scorecard to Strategic Gauges: Is Measurement Worth It? *Management Review*, 85: 56-62.
- Little, I. (1982). *Economic Development: Theory, Policy and International Relations*, London: Basic Books.
- Little, I., Scitovsky, T. & Scott, M. (1970). *Industry and Trade in Some Developing Countries*, Oxford.
- Loft, A. (1986). Towards a Critical Understanding of Accounting: The case of Cost Accounting in the UK, 1914-1925. *Accounting, Organizations & Society*, 11, 2: 137-69.
- López-de-Silanes, F. (1997). Determinants of privatization prices. *The Quarterly Journal of Economics*, 112, 956-1025.
- López-De-Silanes, F., A. Shleifer, and R. Vishny (1997). Privatization in the United States. *Rand Journal of Economics*, XXVIII, Autumn, 447-471.
- Luft, J.L. (1997). Long Term Change in Management Accounting; Perspectives from Historical Research. *Journal of Management Accounting Research*, 9, 163-97.
- Macías, M. (2002). Privatization and management accounting systems change: The case of the 19th century Spanish tobacco monopoly. *The Accounting Historians Journal*, [December], 1-19.
- Macintosh, N.B. (1995). *Management Accounting and Control Systems: A Behavioural Approach*, New York: John Wiley.
- Makalou, O. (1999). Privatisation in Africa: A critical analysis. Paper presented at the 9th International Anti-Corruption Conference (IACC), 10-15 October, Durban, South Africa. The World Bank – Global Coalition for Africa.

- Mangaliso, M. P. (1995). The strategic usefulness of management information as perceived by middle managers. *Journal of Management*, 21, 2: 231-50.
- Marciariello, J.A. (1984). *Management Control Systems*, Prentice-Hall.
- Marshall, C. and Rossman, G.B. (1989). *Designing Qualitative Research*, Newbury Park, California: Sage.
- Martin, B. (1995). A plan for legalised mugging. *Weekly Mail and Guardian*, No. 12 December, South Africa.
- Megginson, W., R. Nash and M. van Randenborgh (1994). The Financial and Operating Performance of Newly Privatized Firms: An International Empirical Analysis. *Journal of Finance*, 49: 403-52.
- Megginson, W., and J. Netter (2001). From State to Market: a Survey of Empirical Studies on Privatization. *Journal of Economic Literature*, 39: 321-89.
- Meier, G. (1984). *Emerging from Poverty*, New York: Harper.
- Merchant, K.A. (1990). The effects of financial controls on data manipulation and management myopia. *Accounting, Organizations and Society*, 15: 297-313.
- Mia, L. and Clarke, B. (1999). Market competition, management accounting systems and business unit performance. *Management Accounting Research*, 10: 137-58.
- Miles, M.B. and Huberman, A.M. (1994). *Qualitative Data Analysis: An expanded sourcebook*. SAGE Publications Inc., California.
- Miller, D. (1982). Evolution and revolution: a quantum view of structural change in organizations. *Journal of Management Studies*, 19, 2: 131-51.
- Miller, P. and O'Leary, D. (1990). Making accounting practical. *Accounting, Organizations and Society*, 479-98.
- Milward, R., Parker, P., Rosenthal, L., Summer, M.L. & Topham, N. (1982). *Public Sector Economics*, London.
- Milward, R. (1988). 'Measured Sources of Inefficiency in the Performance of Private and Public Enterprises in LSDs', in Cook, P. & C. Kirkpatrick (eds.), *Privatisation in LDCs*, Harvester Wheatsheaf.
- Mirghani, M.A. (1982). A Framework for a Linkage between Micro-accounting for the Purpose of Developing Planning in Developing Countries. *International Journal of Accounting, Education and Research*, 18: 57-68.
- Morse, J.M. (1998). 'Designing Funded Qualitative Research', in N. Denzin and Y.S. Lincoln (eds.), *Strategies of Qualitative Research*, London: Sage, 56-85.
- Moseley, P., Harrigan, J. & Toye, J. (1991). *Aid and Power: World Bank and Policy Based Lending* (Two Volumes), Routledge: London.
- Moseley, P. (1988). 'Privatisation, Policy Based Lending and World Bank Behaviour', in Cook, P. & C. Kirkpatrick (eds.), *Privatisation in LDCs*, Harvester Wheatsheaf.
- Murshed, A.J.M.H. (1989). *The Role of Financial Information in Collective Bargaining in a Developing Country: The Case of Bangladesh*, Unpublished PhD. Thesis, University of Manchester.
- Mustafa, M. (1985). A framework for the role of accounting in economic developments in Saudi Arabia. *Recent Accounting and Economic Developments in the Middle East*, 197-211.
- Nabli, M.K. and Nugent, J.B. (1989). The New Institutional Economics and Its Applicability to Development. *World Development*, 17, 9: 1333-47.
- Nanni, A.J., Dixon, J.R., and Vollmann, T.E. (1992). Integrated Performance Measurement: Management Accounting to Support the New Manufacturing Realities. *Journal of Management Accounting Research*, 4 (Fall), 1-19.
- Ndzingi, S. and Briston, R.J. (1999). Accounting and Economic Development. *Research in Accounting in Emerging Economies*, Supplement 1, 29-42.
- Needles, B.E. (1976). Implementing a framework for the international transfer of accounting technology. *International Journal of Accounting, Education and Research*, 12: 45-62.

- Neimark, M. & Tinker, A.M. (1986). The Social Construction of Management Control Systems. *Accounting, Organisations & Society*, 11, 4-5: 369-395.
- Nellis, J. (2003). Privatization in Africa: What has happened? What is to be done? *Working Paper*, No. 25. Center for Global Development.
- Nellis, J. & Kekiri, S. (1989). Public Enterprise Reform: Privatisation and the World Bank. *World Development*, 17, 5: 659-72.
- Neu, D. (1991). Trust, Contracting and the Prospectus Process. *Accounting, Organisations and Society*, 16, 2: 243-56.
- North, D.C. (1991). Institutions. *The Journal of Economic Perspectives*, 5, 1: 97-112.
- Ogden, S.G. (1993). The Limitations of Agency Theory: The Case of Accounting-Based Profit Sharing Schemes. *Critical Perspectives on Accounting*, 4, 2: 179-206.
- Ogden, S.G. (1994). Accounting for Organisational Performance: The Construction of the Customer in Privatised Water Industry. *Fourth Interdisciplinary Perspectives on Accounting Conference*, University of Manchester, July.
- Ogden, S.G. (1997). Accounting for Organisational Performance: The Construction of the Customer in the Privatised Water Industry. *Accounting, Organisations & Society*, 22, 6: 529-56.
- Okeahialam, C.C. and Kedslie, M.J. (1999). Privatisation and the further development of accounting policy in Africa. *Research in Accounting in Emerging Economies*, Supplement 1, 157-172.
- Otley, D.T. (1978). Budget Use and Managerial Performance. *Journal of Accounting Research*, 16, 1: 122-49.
- Otley, D. T. (1980). The contingency theory of management accounting: achievement and prognosis. *Accounting Organizations and Society*, 5, 4: 413-28.
- Otley, D. T. (1994). Management control in contemporary organizations: a wider perspective. *Management Accounting Research*, 5, 289-99.
- Otley, D.T. & Berry, A.J. (1980). Control, Organisations, and Accounting, *Accounting, Organisations & Society*, 5, 2: 231-44.
- Otley, D., Broadbent, J. and Berry, A. (1995). Research in Management Control: An overview of its development. *British Journal of Management*, 6, Special Issue, December, S31-S44.
- Ott, A.F. and Hartley, K. (1991). Privatisation and economic efficiency: A comparative analysis of Developed and Developing Countries. England: Edward Eglar Publishing Limited.
- Parker, D. and Kirkpatrick, C. (2005). Privatisation in Developing Countries: A review of the evidence and the policy lessons. *The Journal of Development Studies*, 41, 4: 513-41.
- Pashigian, B.P., 1998. *Price Theory and Applications*. 2nd ed., McGraw-Hill, New York.
- Patton, M.Q. (1990). *Qualitative Evaluation and Research Methods*, 2nd ed. London: Sage.
- Peasnell, K.V. (1993). Guest editorial: accounting in developing countries - the search for appropriate technologies. *Research in Third World Accounting*, 2, 1-16.
- Pelham, A.M. (1999). Influence of environment, strategy, and market orientation on performance in small manufacturing firms. *Journal of Business Research*, 45, 33-46.
- Perera, M.H.B. (1989). Accounting in Developing Countries: A case for Localised Uniformity. *British Accounting Review*, 21: 141-57.
- Perera, M.H.B. (1975). Accounting and Its Environment in Sri Lanka. *Abacus*, 11: 85-96.
- Perevalov, Y., Gimadii, I. & Dobrodei, V. (2000). Does privatisation improve performance of industrial enterprises? Empirical evidence from Russia. *Post-Communist Economies*, 12, 3: 337-63.

- Plumbe, A.J. (1995). 'Transport Regulation and Privatisation in Indonesia: Tentative Steps and Looming Constraints', in Cook, P. & C. Kirkpatrick (eds.), *Privatisation Policy and Performance: International Perspectives*, Prentice-Hall, Harvester Wheatsheaf.
- Potts, D. (1995). 'Nationalisation and Denationalisation of State Agriculture in Tanzania 1967-1990', in Cook, P. & C. Kirkpatrick (eds.), *Privatisation Policy and Performance*, Prentice-Hall, Harvester Wheatsheaf, 178-97.
- Prager, J. (1992). Is Privatisation a Panacea for LDCs? Market Failure versus Public Sector Failure. *Journal of Developing Areas*, 26, April, 310-22.
- Przeworski, A. (1978). *Capitalist democracy and the transition to socialism*. University of Chicago.
- Qi, D., Wu, W., and Zhang, H. (2000). Shareholding Structure and Corporate Performance of Partially Privatized Firms: Evidence from Listed Chinese Companies. *Pacific-Basin Finance Journal*, 8, 587-610.
- Ramamurti, R. (1987). Controlling State Owned Enterprises. *Public Enterprises*, 7, 2: 99-117.
- Ramanathan, K.V. (1985). A Proposed Framework for Designing Management Control Systems in Not-for-Profit Organisations. *Financial Accountability and Management*, 1, 1: 75-92.
- Ramanadhan, V.V. (eds.), (1989). *Privatisation in Developing Countries*. Routledge, First Edition.
- Ramaswamy, K. and Von Glinow, M.A. (2000). Organizational performance following changes in ownership: Modelling post-privatisation outcomes. *Strategic Change*, August, 9, 297-310.
- Ramaswamy, K. (2001). Organizational Ownership, Competitive Intensity, and Firm Performance in Emerging Economies: An Empirical Study of the Indian Manufacturing Sector. *Strategic Management Journal*. 22: 989-98.
- Ramaswamy, R.I. (1988). The Privatisation Argument. *Economic and Political Weekly*, XXIII (11): 554-7.
- Rees, R. (1985). The Theory of Principal and Agents. *The Bulletin of Economic Research*, 37, 1: 3-26.
- Reuther, W. (1958). Individualism versus unionism. In Chamberlain, N., *Sourcebook on Labour*. New York: McGraw Hill.
- Rider, C. (1994). Privatisation in the transition economies: a critique. *Journal of Post Keynesian Economics*, Summer, 16, 4: 589-603.
- Roth, G. (1987). Airport Privatization, in *Prospects for Privatization*, edited by Steve Hanke for the Academy of Political Science, New York, October.
- Rothstein, R.L. (1976). The Political Economy of Redistribution and Self Reliance. *World Development*, 4, 7: 593-611.
- Ryan, R., Scapens, R.W. and Theobald, M. (1992). *Research method and methodology in finance and accounting*, London: Academic Press.
- Ryan, B., Scapens, R.W. and Theobald, M. (2002). *Research method and methodology in finance and accounting*, 2nd ed., Tomson, Great Britain.
- Saha, S. and Parker, D. (eds.), (2002). *Globalisation and sustainable development in Latin America: Perspectives on the New Economic Order*, Cheltenham: Edward Elgar.
- Scapens, R.W. (1984). Management Accounting: A Survey, in Scapens, R.W., Otley, D.T. & Lister, R.J. *Management Accounting, Organisational Theory and Capital Budgeting*, London: Macmillan/ESRC, 15-95.
- Scapens, R.W., (1990). Researching Management Accounting Practice: The role of case study methods, *British Accounting Review*, 22: 259-81.
- Scapens, R.W. (1999). Broadening the scope of management accounting: from a micro-economic to a broader business perspective. *Working paper*, University of Manchester, Manchester, September.
- Scapens, R.W. and Roberts, J. (1993). Accounting and control: a case study of resistance to accounting change. *Management Accounting Research*, 4, 1-32.

- Schwartz, H. & Davis, S.M. (1981). Matching Corporate Culture and Business Strategy. *Organisational Dynamics*, Summer, 10, 1: 30-48.
- Scott, G.M. (1968). Private Enterprise Accounting in Developing Nations. *International Journal of Accounting*, Fall, 51-66.
- Scott, G.M. (1970). *Accounting and Developing Nations*, University of Washington Graduate School of Business Administration, Seattle.
- Scott, T. W., & Tiessen, P. (1999). Performance measurement and managerial teams. *Accounting, Organizations and Society*, 24, 263-85.
- Seidler, L.J. (1967). *The Function of Accounting in Economic Development: Turkey as a Case Study*, New York: Frederick A. Praeger Publishers.
- Seiler, R.E. (1966). Accounting Information Systems, and Underdeveloped Nations. *Accounting Review*, October, 652-56.
- Selznick, P. (1969). *Law, Society, and Industrial Justice*. New York: Russell Sage Foundation.
- Shank, J.K. (1989). Strategic cost management: New wine, or just new bottles? *Journal of Management Accounting Research*, 1: 47-65.
- Shaoul, J. (1997). A Critical Financial Analysis of the Performance of Privatised Industries: The Case of the Water Industry in England and Wales. *Critical Perspectives on Accounting*, 479-510.
- Sharma, P., Chrisman, J.J. and Chua, J.H. (1997). Strategic management of the family business: Past research and future challenges. *Family Business Review*, 10, 1: 1-35.
- Sharma, U. and Nandan, R.K. (2000). Contingency Framework for Management Accounting A Critique. *The Fiji Accountant*, May, 40-43.
- Shields, M. D. (1997). Research in management accounting by North Americans in the 1990s. *Journal of Management Accounting Research*, 9, 3-61.
- Shim, E & Sudit, E. F. (1995) How manufacturers price products, *Management Accounting (US)*, 76 (February), 37-39.
- Shirley, M. and Nellis, J. (1991). *Public Enterprise Reform: The Lessons of Experience*. The World Bank: Washington, D.C.
- Shirley, M. and Walsh, P. (2001). *Public versus private ownership: The current state of the debate*, mimeo, Washington, DC: World Bank.
- Short, R.P. (1984). The Role of Public Enterprises: An International Statistical Comparison, in Floyd, R.H., Gray, C.S. & Short, R.P. (eds.) *Public Enterprises in Mixed Economies*, Washington DC, IMF.
- Sim, K. L., & Killough, L. N. (1998). The performance effects of complementarities between manufacturing practices and management accounting systems. *Journal of Management Accounting Research*, 10, 325-46.
- Simons, R. (1995). *Lever of Control: how managers use innovative control systems to drive strategic renewal*. Harvard Business School Press, Boston.
- Smith, C., Whipp, R. and Willmott, H. (1988). Case study research in accounting: Methodological breakthrough or ideological weapon, *Advances in Public Interest Accounting*, 2, 95-120.
- Spicer, B.H. & Ballew, V. (1983). Management Accounting Systems and Economics of Internal Organisations. *Accounting, Organizations & Society*, 8, 1: 73-96.
- Stokes, C. R., & Lawrimore, K. W. (1989). Selling a new cost accounting system. *Journal of Cost Management*, 3, 3: 29-34.
- Sulaiman, M.bt., Nik Ahmad, N.N., and Alwi, N. (2004). Management accounting practices in selected Asian countries: A review of the literature. *Managerial Auditing Journal*, 19, 4: 493-508.

- Sunder, S. (2002). Management control, expectations, common knowledge, and culture. *Journal of Management Accounting Research*, 14: 173-87.
- Sunder, S. (2004). Contract Theory and Strategic Management: Balancing Expectations and Actions, in M. Dobija, ed. *General Accounting Theory: Towards Balancing the Society*. Warsaw, Poland: L.K. Academy of Entrepreneurship and Management, 231-49.
- Tinker, A.M., Merino, B.D. & Neimark, M.D. (1982). The Normative Origins of Positive Theories: Ideology and Accounting Thought. *Accounting, Organisations & Society*, 7, 2: 167-200.
- Tinker, A.M. (1980). Towards Political Economy of Accounting: An Empirical Illustration of Cambridge Controversies. *Accounting, Organisations & Society*, 5, 2: 147-60.
- Todaro, M.P. (1994). *Economic Development*, 5th ed. Longman, Singapore.
- Toye, J. (1994). *Dilemmas of Development*, Oxford: Blackwell.
- Tsamenyi, M. (1997). *Institutional pressures, agency and the role of budgets in operational decision making in a Developing Country*. Unpublished PhD Thesis, University of Wolverhampton, UK.
- Tsamenyi, M. and Hopper, T. (2003). Management accounting in a gold mining company in Ghana. Paper presented at the 7th Interdisciplinary Perspectives on Accounting Conference in Madrid, Spain, July.
- Uddin, S. (1987). *Characteristics of Public Enterprises Management in Bangladesh*, Unpublished PhD. Thesis, University of Manchester.
- Uddin, S.N. (1997). *The Role of Management Control Systems in Privatisation: A Labour Process Analysis of a Bangladeshi Case Study*, Unpublished PhD. Thesis, Manchester School of Accounting & Finance, University of Manchester.
- Uddin, S.N. and Hopper, T.M. (1999). 'Management Control, Ownership and Development: Illustrations from a Privatised Bangladeshi Enterprise', in Mackintosh, M. and R. Roy (eds.), *Economic Decentralization and Public Management Reform*, London: Edward Elgar, 231-71.
- Uddin, S.N. and Hopper, T.M. (2001). A Bangladeshi Soap Opera: Privatisation, Accounting, and Regimes of Control in a Less Developed Country. *Accounting, Organisations & Society*, 26, 7/8: 643-72.
- Uddin, S.N. & Hopper, T.M. (2003). Accounting for Privatisation in Bangladesh: Testing World Bank Claims. *Critical Perspectives on Accounting*, 14, 7: 739-74.
- Uddin, S.N. and Siddique, A.B. (1995). Management Control Issues of Public Enterprises of Bangladesh – A Critical Review. The Cost and Management. *Journal of the Institute of Cost and Management Accountants of Bangladesh*, 23, No.9, July-August.
- UNIDO (1999). 'Industrial Partnerships and Investment in Africa: ways of strengthening the capacity of private sector institutions in Africa'. Conference held in Dakar (Senegal), 20-21 October.
- Van Brabant, J.M. (1995). On the economics of property rights and privatisation in transitional economies, in Cook, P. & C. Kirkpatrick (eds.), *Privatisation Policy and Performance*, Prentice-Hall, Harvester Wheatsheaf.
- Velayutham, S. and Perera, M.H.B. (1996). The influence of underlying metaphysical notions on our interpretation of accounting. *Accounting, Auditing & Accountability Journal*, 9, 4: 65-85.
- Vernon, R. (1984). Linking Managers with Ministers. *Journal of Policy Analysis and Management*, 4, 1: 35-55.
- Vickers, J. & Yarrow, G. (1988). *Privatisation: An Economic Analysis*, Cambridge: Massachusetts, The MIT Press.
- Vickers, J. & Yarrow, G. (1988a). Privatisation in Britain, in W. Paul & W. T. MacAvoy (eds.), *Privatisation and State Owned Enterprises: Lessons from the United States, Great Britain and Canada*, London: Kluwer Academic Publishers 209–46.

- Vickers, J. and Yarrow, G. (1988b). Economic perspectives on privatization. *Journal of Economic Perspectives*, 5, 111-32.
- Walsh, P.P., and Whelan, C. (2001). Firm performance and the political economy of corporate governance: Survey evidence for Bulgaria, Hungary, Slovakia, and Slovenia. *Working Paper No. 338* presented to the CEPR/WDI Conference Moscow in July 2000.
- Waters, A.R. (1985). Privatisation: A Viable Policy Option? In Asian Development Bank (eds.) *Privatisation Policy, Methods and Procedures*, Manila: Asian Development Bank, 17-56.
- Waweru, N.M., Hoque, Z. and Uliana, E. (2004). Management accounting change in South Africa: Case studies from retail services. *Accounting, Auditing & Accountability Journal*, 17, 5: 675-704.
- Weinstein, J. (1968). *The corporate ideal in the liberal state: 1900-1918*, Boston: Beacon Press.
- Weiss, J. (1995). 'Mexico: Comparative Performance of State and Private Industrial Corporations', in Cook, P. & C. Kirkpatrick (eds.), *Privatisation Policy and Performance*, Prentice-Hall, Harvester Wheatsheaf.
- Weygandt, J.J., Kieso, D.E., and Kimmel, P.D. (2002). *Accounting Principles*, 7th edition, John Wiley.
- Wickramasinghe, D.P. (1996). "Rationales" of Accounting Control and Ownership Change in a Development Context: A Mode of Production Theory Analysis of Two Sri Lankan Case Studies, Unpublished PhD. Thesis, Manchester School of Accounting & Finance, University of Manchester.
- Wickramasinghe, D. and Hopper, T. (2000). 'Political economy of culture: ownership, modes of production and management accounting controls in a traditional Sinhalese village', in *Proceedings, Interdisciplinary Perspectives on Accounting Conference*, University of Manchester, Manchester.
- Wickramasinghe, D. and Hopper, T. (2005). A cultural political economy of management accounting controls: A case study of a Textile Mill in a traditional Sinhalese village. *Critical Perspectives on Accounting*, 16, 4: 473-503.
- Wickramasinghe, D., Hopper, T. and Rathnasiri, C. (2004). Japanese cost management meets Sri Lankan politics: Disappearance and reappearance of bureaucratic management controls in a privatised utility. *Accounting, Auditing & Accountability Journal*, 17, 1: 85-120.
- Winjum, J.O. (1972). *The role of Accounting in the Economic Development of England: 1500-1750*, The Board of Trustees, University of Illinois.
- World Bank (1994). *Eritrea: Options and Strategies for Growth*, Report No. 12930- ER.
- World Bank (1992). *Privatisation: The Lessons of Experience*, Country Economics Department, Washington DC.
- World Bank (1983). *World Development Report*, Washington DC.
- World Bank (1981). *Accelerated Developments in Sub-Saharan Africa: An Agenda for Action*, Washington DC.
- World Bank (1993). *The East Asian Miracle*. NY: Oxford University Press.
- World Bank (1994). *Adjustment in Africa: Reforms, results and the road ahead*, Policy Research Report, Washington, DC: World Bank.
- World Bank (2002a). Pilot investment climate assessment: Obstacles to the expansion of Eritrea's manufacturing sector. Final report (December) by World Bank and International Finance Corporation [Regional Program on Enterprise Development, Africa Private Sector Group].
- World Bank (2002b). Conflict and labour markets in manufacturing: The case of Eritrea. Conflict Prevention and Reconstruction Unit, Social Development Department – Dissemination Notes, December, Washington, DC: World Bank.
- Wortzel, H. & Wortzel, L.H. (1989). Privatisation: Not the Only Answer. *World Development*, 17, 5: 633-41.
- Wright, M., Thompson, S. & Bobbie, K. (1993). Finance and Control in Privatisation by Management Buy-Out. *Journal of Management Studies*, 30, 1: 75-99.

-
- Yakhou, M. and Dorweiler, V.P. (1995). Advanced cost management systems: An empirical comparison of England, France, and the United States. *Advances in International Accounting*, 8, 99-127.
- Yarrow, G. (1986). Privatisation in theory and practice. *Economic Policy*, 2, 324-64.
- Yin, R. (1994). *Case Study Research: Design and Methods*, Sage, Thousand Oaks, Ca.
- Yin, R. (2003). *Case Study Research*, 3rd ed., Thousand Oaks, CA: Sage Publications.
- Young, J.E. (1987). Small business strategy and the idiosyncratic behaviour of owner/managers. Small Business Advancement National Centre [SBANC].
<http://www.sbaer.uca.edu/research/sbida/1987/PDF/23.pdf>
- Young, R.A. (1995). Privatisation: African perspective, in Cook, P. and C. Kirkpatrick (eds.), *Privatisation Policy and Performance: International Perspectives*. Prentice Hall, Harvester Wheatsheaf, London.

