

# Navigating Structural Constraints

*A Review of Business Diagnostics and Governance in Uganda (2000–2026)*

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## ABSTRACT

The review assesses a monograph analysing the persistent structural impediments to enterprise development and effective governance within a specific East African context. The work situates itself within ongoing debates on institutional reform and capacity building for small and medium-sized enterprises. This review aims to critically evaluate the book's central thesis regarding the interplay between diagnostic tools, governance frameworks, and business performance. It seeks to determine the rigour of its analysis and the utility of its proposed frameworks for practitioners and policymakers. The review employs a critical analytical framework, examining the book's theoretical foundations, methodological coherence, use of case evidence, and the logical consistency of its arguments. It contrasts the book's propositions with established literature in the field. The review finds the book's central argument—that a lack of integrated business diagnostics significantly exacerbates governance failures—to be compellingly supported by detailed case analyses. A prominent theme is that over 60% of the examined enterprise failures were attributable to deficient internal control systems, rather than external market forces alone. The monograph provides a nuanced and evidence-rich contribution to understanding endogenous constraints on business growth. It successfully moves beyond generic prescriptions to offer a context-specific analysis of institutional weaknesses. The book is recommended for scholars of institutional economics and development finance, as well as for business support practitioners seeking deeper diagnostic methodologies. Future editions would benefit from a more detailed discussion of scalable implementation strategies for the proposed governance tools. Business diagnostics, corporate governance, institutional constraints, enterprise development, East Africa The book's novel contribution lies in its integrated 'Diagnostic-Governance Nexus' framework, which systematically links granular operational assessments to board-level oversight failures.

**Keywords:** *Business diagnostics, Corporate governance, Structural constraints, East African business environment, Institutional theory, Ugandan enterprises, Enterprise development*

### Article Highlights

- Links granular operational diagnostics directly to board-level governance failures.
- Identifies internal control systems as a primary constraint, challenging external market narratives.
- Proposes an integrated 'Diagnostic-Governance Nexus' framework for analysis.
- Provides context-specific analysis of institutional weaknesses in Ugandan enterprises.

### The Diagnostic-Governance Nexus

The book's central, novel framework that systematically connects detailed business diagnostics to oversight failures in corporate governance.

*A nuanced, evidence-rich contribution moving beyond generic prescriptions.*



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