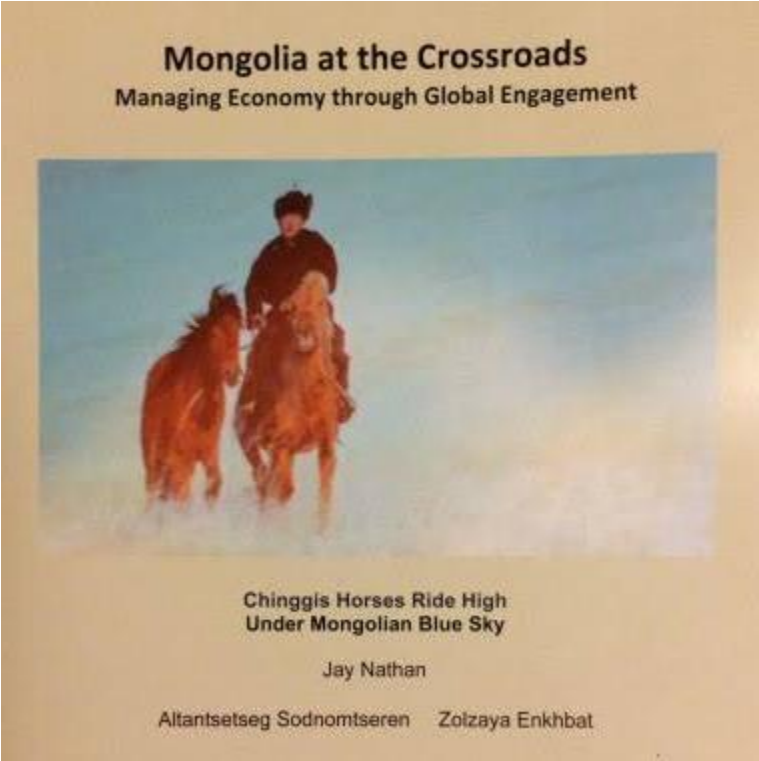


**MONGOLIA AT THE CROSSROADS, MANAGING ECONOMY THROUGH GLOBAL ENGAGEMENT**

MONGOLIA today may not be in the world news, or a major player in geopolitics. However, Mongolian Empire, in its heydays of thirteenth and fourteenth centuries, the largest empire in history. The great Mongol conqueror Genghis Khan and his grandson Kublai Khan, ruler of China are known to the West. Today's Mongolia is a landlocked country in Central and Northeast Asia, located between China and Russia. The terrain is one of mountains and rolling plateaus, with a high degree of relief. The total land area of Mongolia is 1,564,116 square kilometers. However, Mongolia is looking to develop and manage its vast mineral wealth through global engagement.



## About the author (2020)

### Jay Nathan Ph.D.,



Jay Nathan, Ph.D., the principal author of this book, is a tenured full-professor of management, Peter J. Tobin College of Business at St. John's University, Queens, New York. Previously he was a tenured professor at the Kania School of Management of the University of Scranton, Pennsylvania. Dr. Nathan is a Fulbright Scholar to Thailand, Poland, Kazakhstan, Mongolia, Hungary, and Romania; honorary professor of Karaganda University of Economics, Kazakhstan; and author of

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Professor Nathan has lectured under various fellowships, grants, and sponsorships in Japan, Brazil, New Zealand, United Kingdom, France, India, Finland, Germany, Singapore, Sweden, Australia, Malaysia, Italy, Russia, Nepal, South Africa, Mongolia, Uzbekistan, Kyrgyzstan, Romania, Hungary, and Lithuania. He is a lifetime member of the Fulbright Association, was elected as a 1946 inaugural member of the Fulbright Society, and is elected to the American Fulbright Association Board of Directors.

In 2019, Dr. Nathan was honored to receive the title of "Honorary Professor" from the New Mongol Institute of Technology, Ulaanbaatar, Mongolia. He has published widely in several peer-reviewed scholarly journal, including the *Journal of Law, Medicine & Ethics*, *Hospital Management Quarterly*, *International Journal of Operations & Production Management*, *Journal of Management Sciences*, *Journal of Global Awareness*, *Journal of Production Planning & Control*, and *Wisconsin Academy of Sciences, Arts and Letters*.

He is passionate about business education and contextualizing his international travel and lecture experiences in teaching, service, and research at local, regional, and national levels, especially in poor and developing countries around the world---and, he sees the world as one large campus.

## PREFACE

MONGOLIA today may not be in the world news or a major player in geopolitics, however the Mongolian Empire in its heyday of thirteenth and fourteenth centuries was the largest empire in history.

The great Mongol conqueror, Genghis Khan and his grandson Kublai Khan, ruler of China, are well known in the West. Geoffrey Chaucer in *The Canterbury Tales* (1391) called Genghis Khan a “noble king” and wrote “that there was nowhere in no region so excellent a lord in all things.” Some scholars assert that world history was born in the thirteenth century when civilizations of the Mediterranean and China were brought into direct contact with the Mongols.

Today’s Mongolia is a landlocked country in Central Asia, located between China and Russia. The terrain is one of mountains and rolling plateaus with a high degree of relief. The total land area of Mongolia is 1,564,116 square kilometers. Yes, the Republic of Mongolia is sandwiched between the giants of Russia and China, however Mongolia is looking to develop and manage its vast mineral wealth through global engagement.

Despite Mongolia’s isolated position, one of a small fraternity of “sandwich” countries contained between other powers (Moldova, Nepal, Bhutan, and tiny Liechtenstein are some other members in this unfortunate club), Mongolia has shown an unusual eagerness to engage with the outside world. Moreover, scholars aptly describe Mongolia as a “Landlocked Cosmopolitan,” a country where the overriding aim of foreign policy is to preserve its national culture and lifestyle.

This book is about challenges faced by an isolated landlocked nation far removed from market economies of Europe and the United States despite its openness and democratic political system embraced by the society. The book presents statistics on major provinces and the capital city of Ulaanbaatar— where half the population live—and contains figures, maps, and charts about the Mongolian way of life, culture, and opportunities for global engagement.

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# Chapter 1

## Introduction

Mongolia may not seem to play a significant role in world politics or have a presence in Western media today. However, the contribution of Mongolians—past and present—cannot be overlooked.

To begin a discussion on Mongolia, it is worth positioning the country geographically within northern Asia (Figure 1.1) and specifically between Russia and China (Figure 1.2). In terms of size, the country is four times larger than Germany, three times larger than France, slightly smaller than Alaska, and two times the size of Texas, United States. Figure 1.3 shows the various provinces (*aimags*) and regions of Mongolia. Its flora and fauna, natural resources, and economic activities make the country what it is today.



Figure 1.1 Northern Asia (Courtesy of *nominsky.com*)

MONGOLIA AT THE CROSSROADS  
GLOBAL ENGAGEMENT TO MODERNIZE ECONOMY

**Praise for Mongolia at the Crossroads ...**

"Dr. Jay Nathan's thinking of the world as a large campus, where individuals from different cultures could interact with respect and enrich each other, is reflected in this Mongolia's book. With the snowcapped Altai Mountains to the west, the Gobi desert to the south, mirror-clear Lake Khuvsgul to the north, and the sweeping Great Plains to the east, Mongolia has a remarkable landscape to offer visitors."

---Nancy Neill, Fulbright Scholar to New Zealand  
Author Of *Real Collaboration*  
Past President of the Fulbright Association

"...an insightful analysis and a wealth of statistics about Mongolia's economy, including goods and services produced in various provinces presented with graphs, figures, and charts. Dr. Jay Nathan has first-hand knowledge of Mongolia, having had two Fulbright scholarships, and ongoing collaboration with universities and research institutes since his first visit in 2008."

---Chimed Ganzorig, President and Professor, New Mongol Institute  
of Technology, Ulaanbaatar, Mongolia

"Dr. Jay Nathan has produced a remarkable book on Mongolia that has wealth of information, Statistics, insightful figures and charts, and offer management strategies for economic development through global engagement."

---Barry Render, Harwood Professor of Operations Management Emeritus  
Rollins College Graduate School of Business, Florida, USA

