



CALL FOR SUBMISSIONS

*THE ACADEMY OF MANAGEMENT
AFRICA CONFERENCE*

January 7 – 10, 2013
Johannesburg, South Africa

Deadline for Submissions:
May 15, 2012, 5:00 PM EST (New York Time)



<http://aom.org/africaconference>

THE ACADEMY OF MANAGEMENT AFRICA CONFERENCE

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SECTION A: Conference Introduction

The continent of Africa is home to more than fifty countries and one billion people. It is also home to some of the world's most vibrant economies. *The Economist*, for example, recently predicted that seven of the world's ten fastest growing economies in the next five years will be African.¹ Unfortunately, much of the continent continues to face challenges around eradicating poverty, improving health, resolving conflict, and ending corruption. Marked by fast growth, limited growth or no growth at all, Africa's business, government and civil sectors all need world-class management.

The purpose of this conference is to bring Africa's unique capabilities and needs to the attention of the world's organization and management scholars and at the same time, to provide an opportunity for interested colleagues to collaborate and work on the many interesting theoretical and practice problems presented in Africa.

If it can be said that the average conference is all about collaborators sharing the answers to their research questions, this conference is oriented more toward discovering questions worth asking and then building the collaborative relationships to answer them. Much of our time will be spent together exploring and experiencing many of these capabilities and challenges first hand. Each participant will spend one and half days "in the field" directly experiencing South Africa and the phenomena that interest them. The conference themes will orient that exploration. [See the [conference website](#) for more detail.]

But of course, we welcome paper and symposia ideas that will help us better appreciate and explore these issues too. The rest of the conference will be spent in conversation with these authors and with each other about our collective experience, the papers and symposia, and our ideas about future work. Four conference track themes will frame our experience.

¹ http://www.economist.com/blogs/dailychart/2011/01/daily_chart

SECTION B: Track Descriptions

Track 1 – Navigating Institutions: Business, Government, and Civil Society

African Track Chair: Ralph Hamann, University of Cape Town.

<http://www.gsb.uct.ac.za/s.asp?p=330>

Northern Track Chair: Johanna Mair, Stanford University.

<http://www.johannamair.com/bio.html>

Much of the existing scholarship in organization and management studies is based on empirical and theoretical work that has its origins in developed economies and consolidated states. An important implication of this tradition is that the specific institutional arrangements we see in the “Western World” are used as benchmarks for examining phenomena in other parts of the world. Institutional contexts are often described in terms of the absence and weakness of the institutions we take for granted in Europe or North America. As such, we miss opportunities to engage diverging and maybe even more complex institutional conditions in the world. In so doing, we miss the opportunity to advance theory and better inform decision making.

We need to better understand how individuals and organizations shape and are shaped by the formal and informal institutions where the state fails to create and enforce commonly binding rules, or simply does not fulfill this role at all. Africa offers an interesting and dynamic environment to explore these issues. Those interested in contributing a paper or a symposium proposal to this track might examine such questions as:

- How do local firms develop strategic and organizational templates in contexts of institutional complexity? How do industries evolve in such contexts?
- How do organizations respond to the regulatory uncertainties and gaps in ‘good governance’ prevailing in many African states? How do these political strategies differ from strategies in other contexts?
- How do local firms react to increasing pressures and opportunities as they become more integrated into the global economy and/or are exposed to new corporate parents (e.g., Chinese companies)?
- How can public - private partnership mitigate risk in areas with weak states? What are the motivations, forms, dynamics, and both intended and unintended consequences of such partnerships?
- What is the role of international development agencies and supra-national organizations in developing institutional contexts? How do they foster market-based activity? What is the role of local civil society in building markets and shaping institutions?

Track 2 - Emerging Market Firms and MNCs: Characteristics and Global Aspirations

African Track Chair: Albert Wocke, Gordon Institute of Business Science.

<http://web.up.ac.za/default.asp?ipkCategoryID=15845&subid=15845>

Northern Track Chair: Suresh Kotha, University of Washington.

<http://faculty.bs.school.washington.edu/skotha/>

Multinational corporations (MNCs) from such developing countries and continents as Brazil, China, India and Africa are spreading around the world. Many of these emerging market multinational corporations (EMNCs) appear to follow trajectories for internationalization that are different when compared to MNCs from developed nations. In addition to exporting goods and services to the developed world, EMNCs trade extensively with others from emerging markets. Such trade plays a key role in EMNCs' development and growth. Of course, mergers, acquisitions, and alliances with key players in emerging and developed markets continue to play an important role. Those interested in contributing a paper or a symposium proposal to this track might examine such questions as:

- What strategies do EMNCs employ to grow in domestic markets? How do these strategies differ from approaches used by other firms focused solely on domestic markets?
- What are similarities and differences in MNC and EMNC market entry strategies?
- How does competition among EMNCs differ from competition between EMNCs and MNCs?
- Does the country or region of origin impact the approach EMNCs use to compete in Africa? Are some firms' strategies more effective than others?
- What role do offshoring and outsourcing strategies play in the evolution and growth of EMNC in emerging and developed markets?
- Do EMNCs approach alliances and capability development differently in different markets?
- Do EMNCs' employ different R&D and innovation strategies when competing domestically and in emerging international markets? Do these differences matter for firm performance?
- As EMNCs' role in global competition increase, how are they affecting the development of local firms?

Track 3 - Base of the Pyramid: Emerging Market Consumers, Workers, and Managers

African Track Chair: Samuel Bonsu, Ghana Institute of Management and Public Administration.

<http://research.schulich.yorku.ca/faculty-profile-details.jsp?id=68&tab=0>

Northern Track Chair: Oana Branzei, University of Western Ontario.

http://www.ivey.uwo.ca/faculty/Oana_Branzei.htm

While people no longer imagine that a fortune simply awaits those who bring their business to the base of the world's wealth pyramid (BOP), people do believe that value can be co-created there. Business is seen by many as an agent of world benefit in this context. But the challenges are as real as they are many. Business leaders and managers need to understand the voice of the customer, as well as the worker, financier, distributor and more. Business models must be tailored to this context. Social entrepreneurship and cross-sector partnerships may flourish in this environment as well. Those interested in contributing a paper or a symposium proposal to this track might examine such issues as:

- Understanding customer needs in the BOP
- Cross-sector partnerships at the BOP
- Scaling BOP initiatives
- Social entrepreneurship in emerging markets
- The ethics of doing business with those in the BOP
- New models of leadership in BOP markets
- New models of social change agency in emerging markets
- New models of (re)organizing supply chains to (re)connect consumers, workers and managers
- Roles models and their work for social change in BOP markets
- Groundswell dynamics of market creation
- Rethinking business models for orphans, widows, and post-conflict reconciliation and integration
- The roles of micro-finance, micro-insurance, micro-enterprise and micro-franchises in promoting holistic market development in the BOP

Track 4 – Cultural Diversity and Transformational Societies

African Track Chair: Kurt April, University of Cape Town.

<http://www.gsb.uct.ac.za/s.asp?p=297>

Northern Track Chair: Mustafa Özbilgin, Brunel University.

<http://www.brunel.ac.uk/bbs/people/academic-and-research-staff/mustafa-ozbilgin>

The need to understand cultural diversity within and outside an organization's ever changing boundaries is a hallmark of globalization. With its difficult history of colonial and racial oppression, the management of diversity is all the more important in a place like Africa. This track invites papers and presentations that broadly address the nature and effects of cultural diversity on individuals, groups, and organizations. Those interested in contributing a paper or a symposium proposal to this track might examine such questions as:

- What can the Global South teach us about valuing and managing diversity?
- How do organizations learn to develop inclusiveness across many kinds of differences?
- How can organizations manage the tensions between maintaining local identities while embracing cultural diversity from a global perspective?
- Are there unique cultural diversity challenges in emerging markets? What cultural diversity challenges arise when emerging market nations do business with one another?
- What are the challenges in managing multiple diversities (e.g. cultural diversity, gender diversity, geographical diversity)?
- How might indigenous approaches to questions of management and organizations be leveraged to provide a more expansive understanding of the effects of cultural diversity on individuals and groups?
- How do organizations manage diversity and gender equity from legislative mandates versus voluntary motives?
- What are some examples of good practices of managing cultural diversity? ...gender diversity?
- How do individuals, organizations and countries deal with the ignored, silenced, and taboo strands of diversity?

SECTION C: Submission Information

I. SUBMISSION TYPES

The AOM Africa Conference Program is accepting two types of submission: **Papers** and **Panel Symposia**.

- A paper refers to a fully developed manuscript on a scholarly topic. The paper topic must fit with one of the conference's four program tracks. Accepted papers will be organized into either a traditional paper sessions or a poster session. All paper submissions will be assessed in a blind review process.
- A panel symposium is a fully developed and carefully organized session that brings together a group of panelists who share similar or divergent views on a scholarly topic related to the conference themes. The session format should engage the panelists and audience in formal interactive discussion. These symposia will not be blind reviewed.

II. SUBMISSION RULES AND POLICIES

Submissions must be original or new work. Submitted papers must not have been previously presented or scheduled for presentation in an international conference, or published or accepted for publication. If a submitted paper is under review elsewhere, it must not appear in print before the conference.

Submissions must meet rigorous ethical standards. The principles of responsibility, integrity and the respect for others' rights and dignity define all that we do as professionals. Please read the Academy of Management's Code of Ethics for guidance:

http://www.aomonline.org/aom.asp?ID=268&page_ID=240

Of course, plagiarism will not be tolerated. The Code tells us that authors will explicitly identify, credit, and reference the author of any data or material taken verbatim from written work, whether that work is published, unpublished, or electronically available. Moreover, authors will explicitly cite others work and ideas, including their own, even if that work and ideas are not quoted verbatim or paraphrased. This standard applies whether the previous work is published, unpublished, or electronically available.

Submitters are allowed three total submissions (papers and/or symposia). Each submitter is allowed to enter three total submissions in any combinations (3 papers, 2 papers and 1 symposium, 1 paper and 2 symposia, or 3 symposia). This policy both enables a smooth scheduling process and ensures broad program participation.

Submissions can only belong to one of the four program tracks. Submitters must select the track that best fits their submission. As interesting as other work might be, we cannot accept work that falls outside the conference's four track themes. Submissions that do not belong to one of the four program tracks will not be reviewed.

Submissions must be completed and finalized by the submission deadline. Incomplete submissions will not be reviewed. NO changes to the submissions are allowed AFTER the submission deadline. Late submissions will not be accepted.

Submitters must follow all attendance and participation guidelines. The Academy of Management is a voluntary association whose existence and operations depend on cooperation, involvement, and leadership from its members -- and those who attend our events. Our colleagues honor their professional commitments, including the presentation of accepted papers and the agreed-upon participation in such scheduled roles as session chair, discussant, or panel member. If absence from a scheduled meeting is unavoidable, scheduled attendees must contact appropriate individuals and pursue suitable alternative arrangements. Leaders have the same responsibilities and should perform their obligations and responsibilities in a timely, diligent, and sensitive manner, without regard to friendships or personal gain.

III. SUBMISSION GUIDELINES

For Paper Submissions:

Please follow these guidelines to ensure that the paper is reviewed. Papers that are not prepared according to these formatting instructions will NOT be reviewed.

- a. Organize the entire paper into ONE document that does not exceed 30 pages. To ensure anonymity in the blind review process, please remove all author's identifying information from the document and document properties. The document must include the following:
 - a title page that has the:
 - i. paper title,
 - ii. abstract,
 - iii. track to which the paper belongs
 - Main body text
 - ALL tables, appendices and references
- b. Please use one of three formats: Portable Document Format (.PDF); Microsoft Word (.DOC or .DOCX); Rich Text Format (.RTF).
- c. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" or an A4 page setting.
- d. Add page numbers to the entire document.
- e. Please be sure that ALL author-identifying information is removed from that second document (including its document properties). The uploaded document is what the reviewers will read.
- f. Please make sure that the paper prints correctly (i.e., all imported figures and tables appear) and that it is virus-free.

For Panel Symposium Submissions:

Please follow these instructions to ensure your symposium proposal is reviewed. Proposals that are not prepared according to these instructions will NOT be reviewed.

- a. Include in the proposal the following (in order):
 - A title page that has the:
 - title of symposium
 - complete formal names of all participants
 - track to which the symposium belongs
 - A three- to five-page overview
 - Explanation as to why the symposium fits the selected track

Note: There is no page limit for a symposium submission.

- b. A summary of what each panelist will present (typically two to three pages each)
- c. Organize the entire symposium into ONE document using one of the following formats: Portable Document Format (.PDF), Microsoft Word (.DOC or .DOCX), Rich Text Format (.RTF)
- d. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" or an A4 page setting.
- e. Add page numbers to the entire document.

For all questions regarding the submission rules, policies, guidelines or process, please email globalconference@aom.pace.edu.

SECTION D: Information for African Scholars

The participation of African management scholars is highly encouraged at this conference. We understand that some African scholars have the means to attend while others may not. For those with greatest need, efforts are being made to enable your attendance. Please visit the following website, <http://bit.ly/wEmhIZ>, for more information on these efforts. In the meanwhile, please submit your paper and symposium ideas!

SECTION E: Meet the People

I. PROGRAM COMMITTEE

Helena Barnard
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II. PROGRAM TRACK CHAIRS

Track 1 – Navigating Institutions: Business, Government, and Civil Society

African Track Chair	Northern Track Chair
Ralph Hamman University of Cape Town http://www.gsb.uct.ac.za/s.asp?p=330	Johanna Mair Stanford University http://www.johannamair.com/bio.html

Track 2 - Emerging Market Firms and MNCs: Characteristics and Global Aspirations

African Track Chair	Northern Track Chair
Albert Wocke Gordon Institute of Business Science http://web.up.ac.za/default.asp?ipkCategoryID=15845&subid=15845	Suresh Kotha University of Washington http://faculty.bschool.washington.edu/skotha/

Track 3 - Base of the Pyramid: Emerging Market Consumers, Workers, and Managers

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Public Administration http://research.schulich.yorku.ca/faculty-profile-details.jsp?id=68&tab=0	http://www.ivey.uwo.ca/faculty/Oana_Branzei.htm
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Track 4 – Cultural Diversity and Transformational Societies

African Track Chair	Northern Track Chair
Kurt April University of Cape Town http://www.gsb.uct.ac.za/s.asp?p=297	Mustafa Özbilgin Brunel University http://www.brunel.ac.uk/bbs/people/academic-and-research-staff/mustafa-ozbilgin

III. SUPPORT

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