



**Deadline for submissions extended to 30 July 2015**

## **Africa Academy of Management**

**Call for Papers: Africa Academy of Management 3<sup>rd</sup> Biennial Conference**

**Hosted by: Strathmore Business School, Nairobi, Kenya**



**January 5-10, 2016**

*(Includes pre-conference sessions, conference activities, and excursions)*

### **Conference Theme: *Managing Africa's Future: Prospects and Challenges***

Africa's image has recently taken a positive turn to attract headlines, such as *Lions on the move: The progress and potential of African economies* (McKinsey, 2010); *Africa rising* (The Economist, 2011); and, *Cracking the next growth market: Africa* (Harvard Business Review, 2011). This African renaissance presents both challenges and opportunities for management scholars. It also presents an opportunity for management scholars to reflect upon the meaning of these challenges and opportunities for theory and practice.

In accordance with the theme of the conference, *Managing Africa's Future: Prospects and Challenges*, we invite conceptual and empirical papers, on topics that engage with how management of organizations and knowledge could be harnessed to propel Africa's future and prospects. The papers can draw on theories from the different management disciplines as well as other relevant theoretical frameworks. Though not exhaustive but some of the following questions are worth considering:

- What type of management theories, philosophies and concepts have helped contribute to or hinder an Africa rising?

- How can post-colonial theories provide insight into the transformation of management and administrative systems inherited during colonialism?
- How are some of the root causes of challenges to organizations in Africa being tackled through management and organization interrogation and engagement?
- What does good management and leadership look like in organizations in Africa?
- How might indigenous approaches to management benefit African managers and organizations?
- What human resource management strategies are needed to build the skills and knowledge of the labor force?
- What management challenges face organizations in Africa as it tries to harness and build on the expanding workforce towards sustainable and inclusive growth?
- How do organizations nurture Africa's young growing workforce with relevant training and development?
- What are some examples of best management practices in African organizations?
- Do Africa's diverse cultures, languages and ethnicities present opportunities or challenges for managing and developing capable institutions?
- Does the recent arrival of China, alongside the existence of western historical presence on the African continent present particular management challenges?
- What does sustainability mean within the African renaissance phenomenon?
- How do emergent technologies, such as mobile banking and mobile based applications enhance marketing channels and business activities?
- With the growing importance of natural resources such as new energy finds, how can new entrepreneurial efforts enhance local development?
- What are best practices in governance in public, government, and non-profit organizations? And how can we promote transparency, accountability and institutional effectiveness in African enterprises.
- What could be some measures/solutions that could help public organizations in Africa improve on issues like administrative development, reforms, meet complexity, manage crises, and reduce corruption?
- How do preparing future managers and leaders in African institutions elicit increasing importance of public service education?
- How do the strategic management theories of the firm (e.g., TCE, the RBV, the institutional view, competitive strategy & dynamics, etc.) apply to the African context? What differences in the African context alter these theoretical models and how can it used improve firm outcomes?

## **Review Process**

All papers will go through a blind peer-review process and will be reviewed for originality, rigor and relevance.

Given the theme of the conference, academic contributions are invited in the following tracks:

## **Submission Tracks**

### **Track 1: Entrepreneurship and Small Business (Chair: Professor Benson Honig, Teresa Cascioli Chair in Entrepreneurial Leadership, DeGroote School of Business McMaster University, Hamilton Ontario, Canada)**

The entrepreneurship and SME track welcomes both empirical and conceptual papers examining issues relating to sustainability in both entrepreneurial and family and small business research in Africa. We are particularly interested in papers with unique contributions related to incubation, nascent entrepreneurship, microcredit, ownership succession, incubation, microenterprise promotion and training, transnational entrepreneurship, social entrepreneurship, and sustainable entrepreneurial innovations in Africa.

### **Track 2: Organizational Behavior and Human Resource Management (Chair: Professor Jenny Hoobler, Professor of Human Resource Management, University of Pretoria)**

This combined track welcomes conceptual and empirical papers including all aspects of both organizational behavior and human resources management, preferably in an African context. For organizational behavior, areas of interests include but are not limited to: organizational effectiveness, group dynamics, motivation, leadership, change, decision making, organizational culture, organizational design, organizational justice, stress management, personality and perception. For human resources management, we seek papers in the areas of: compensation, diversity, performance appraisal, recruitment, selection, staffing, training, labor relations, career development and management of human capital.

### **Track 3: Public Policy, Administration of Government, and Non-governmental Organizations (Chair: Professor Tarek Hatem, Professor of Strategic Management and Entrepreneurship, Director of Entrepreneurship and Leadership Unit, School of Business, American University in Cairo)**

We encourage papers from academics, researchers, and professionals that investigate public and non-governmental organizations. The papers may address topics related to any of the following: Public governance; capacity building; public service quality; public management in complex environments; E-government; workplace democracy and public administration; education and training; public accountability; social enterprise in challenging environments and times; Third Sector or non-governmental organizations; stakeholder engagement; social capital; public entrepreneurship; public sector reforms; partnerships with the private sector. Studies of other areas not included here but which relate to management of public organizations and NGO are also encouraged.

**Track 4: Strategy and International Management (Chair: Professor Amon Chizema, Chair in International Business and Strategy, Head of Discipline, International Business, Strategy and Innovation, Loughborough University)**

The Strategy and International Management track welcomes conceptual and empirical papers that focus on all areas of strategy and international management in an African context both in the private and public sector; and a comparative analysis of the African context with other contexts of the world. For strategy, areas of interests include but are not limited to: business or competitive strategy formulation and implementation, strategic planning, strategy-structure relationships, strategic leadership, innovation, corporate strategy in general, diversification and portfolio strategies, vertical integration and sourcing relationships, social capital and networking relationships, corporate governance, the resource-based view, knowledge management, industrial organization economics, acquisitions, strategic alliances and inter-organizational relationships, technology and innovation management, composition and processes of top management teams, and strategic control and reward systems. Areas of interest for international management should focus on the theory, research, and practice of management with a cross-border or cross-cultural dimension. Topics should include but are not limited to: market entry strategy, cross-border alliances and cooperative strategies, the management of cross-border operations, effects of transnationalism on organizations, the differential impact of cultural, social, economic, technological, political, and other institutional forces on cross-border operations, management practices and strategies, the international competitiveness of firms, industries, and nations; and comparative management studies involving two or more countries.

**Track 5: General Management (Chair: Dr. Akhentoolove Corbin, Lecturer, and Chair - Management Subject Area Group, Department of Management Studies, Cave Hill Campus, University of the West Indies)**

The General Management track welcomes conceptual and empirical papers that focus on general management including but not limited to the following topics: innovation and change management, corporate governance and accountability, sustainable decisions in organizations, and corporate social responsibility. The track welcomes papers with theoretical and practical insights into general management across all types of organizations operating in the African context. We particularly encourage papers that adopt a multi-disciplinary approach, and seek to integrate macro, meso and micro-levels of analysis.

**PDW/Caucus (Chair: Professor Constant Beugré, Professor of Management and Chair of the Department of Business Administration, Delaware State University)**

Entries can be either a proposal for a structured discussion on a topic of common interest, or for a workshop. Proposals should be aimed at helping fellow attendees by providing a forum through which they can engage each other. PDW sessions will not appear in the proceedings. **Submissions should describe the activities, goals and time/equipment**

**required and should be submitted to the PDW Chair: Professor Constant Beugré at [cbeugre@desu.edu](mailto:cbeugre@desu.edu) by June 30, 2015.**

**Doctoral Consortium & Junior Faculty Consortium. (Chair: Professor David Zoogah, Associate Professor, School of Business and Management, Morgan State University)**

These consortia are designed to provide ideas, tools, and strategies to be successful by drawing upon the experiences of senior faculty colleagues. Research in the early stages of development will also be considered to assist members improve their works for publication. Sessions will be structured as roundtable discussions to facilitate additional development and coaching. This is an excellent way for doctoral students to become involved in AFAM. These sessions will not appear in the proceedings. Queries about the consortium should be sent to [david.zoogah@morgan.edu](mailto:david.zoogah@morgan.edu).

### **Key Dates:**

Papers Submission/PDWs: – **30 January till 30 June 2015**

Notification of Acceptances: – **30 August 2015**

Conference Registration Deadline: – **30 October 2015**

### **Proceedings:**

Accepted papers will be published in the Conference Proceedings. There will be a best paper award in each track. Winners will receive a certificate and the paper will be highlighted in the conference program. Best papers will also be considered for publication in the *Africa Journal of Management (AJOM)* subject to the journal's blind review process.

Please check the *AJOM* website at <http://explore.tandfonline.com/page/bes/ajom>

### **Submission Guidelines:**

Please follow these guidelines and formatting instructions to prepare your paper. Please read the instructions with great care before making any submissions.

1. Each paper can only be submitted to ONE topic or track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before AFAM 2016 Conference.
3. Paper submissions will be blind reviewed; thus, authors should remove all authors' identifying information, including acknowledgements from the text, and document properties.
4. The paper (title page, abstract, main text, figures, tables, references, etc.) must be in one document created in a PDF format.

5. The maximum length of the paper is 40 pages (including tables, appendices and references). The paper format should follow the *Academy of Management Journal's* style guide.
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, and actual paper can occur after the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.
10. Submissions will be done on-line on the AFAM 2016 conference website, from **30 JANUARY till 30 JULY 2015**.
11. Only submissions in English shall be accepted for review.
12. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference.
13. **RULE OF 3: A participants may be listed as an author or co-author on up to 3 submitted papers.**
14. The deadline is firm and no extensions will be granted.

**NOTE:** Papers that do not follow these formatting instructions **WILL NOT** be sent for review.

### **Enquiries:**

If you have questions, you may contact any of the following Program Committee members:

#### **Conference Chairs:**

Dr. Elham Metwally (American University in Cairo, Egypt email: [elhamkamal@gmail.com](mailto:elhamkamal@gmail.com))

Dr Nceku Q Nyathi (University of Cape Town, South Africa email: [nceku.nyathi@gsb.uct.ac.za](mailto:nceku.nyathi@gsb.uct.ac.za) )

#### **Program Committee:**

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**AFAM Website:** <http://www.africa-aom.org/default.asp>

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