



**Africa Academy of Management (AFAM)**

Advancing Africa through  
Management Knowledge and Research

# 4th Biennial Conference

January 3-6, 2018

Hosted by: School of Commerce, Addis Ababa  
University

Addis Ababa, Ethiopia



**School of Commerce**

## Conference Programme

# Table of Contents

Welcome .....	2
About the Africa Academy of Management (AFAM).....	3
About our Host: School of Commerce, Addis Ababa University .....	4
AFAM Executive Committee .....	5
AFAM Conference Program Committee.....	6
Local Arrangements Committee School of Commerce.....	6
AFAM 2018 Conference Track Chairs.....	7
Why Ethiopia? .....	8
Our Sponsors .....	13
Experiential Learning Trips.....	15
2018 AFAM Conference Program Schedule .....	16







# Welcome!

Dear Delegates,

Welcome to the 4<sup>th</sup> Biennial Conference of the Africa Academy of Management in Addis Ababa, the seat of the African Union. Consistent with the theme of this year's conference 'Building High-Performing Organizations, the Africa Academy of Management would like to make its mark on management research, education and practice not only on the African continent but also on the world. This year's conference includes paper sessions, symposia, Professional Development Workshops, Caucuses, Poster Sessions, a Doctoral Consortium, and Experiential Trips, including a visit to the Headquarters of the African Union. The idea that knowledge is context-specific is indeed very true for management wherever it is researched, learned and practiced.

This year's conference includes a variety of scholarly and social activities and provides experiential learning opportunities to local companies and the headquarters of the African Union. In addition, the city of Addis Ababa offers several attractions that you can enjoy. Ethiopian cuisine has a world-class reputation and Addis Ababa offers a variety of eating outlets.

The Africa Academy of Management is also undergoing a leadership transition with Dr. Stella Nkomo, founding president passing the baton to Dr. David Zoogah, another founding member at the end of this conference. As we welcome you, we also encourage you to join AFAM by becoming an active member and participating at its biennial conferences on the African continent and/or its scholarly and social activities during the annual meeting of the Academy of Management.

We wish all attendees a wonderful and productive conference. We also encourage you to enjoy Ethiopia and particularly the city of Addis Ababa, which has a long history dating back to ancient times.

**Judy Muthuri**

University of Nottingham, United Kingdom

**Constant D. Beugré**

Delaware State University, USA



## About the Africa Academy of Management (AFAM)

The Africa Academy of Management (AFAM) is a professional group of academics and practitioners interested in management scholarship and teaching in Africa. The primary purpose of AFAM is the development and improvement of members' capabilities for research and teaching of management in organizations in Africa. The secondary purpose is the promotion and advancement of management in Africa. AFAM also provides an outlet for scholarly work on management in African organizations. We aim to

(1) foster the general advancement of knowledge and scholarship in the theory and practice of management among African scholars and/or academics interested in management and organization issues in Africa. Africa is defined broadly to include all of Africa and individuals of African descent in the Diaspora (i.e. The Caribbean, South America, Europe, Asia, Oceania, Middle East, and North America); and

(2) perform and support educational activities that contribute to the intellectual and operational leadership in the field of management within the African context.

We have partnered with different institutions to offer three Africa Faculty Development Workshops (AFDWs) in Ghana, Rwanda, and South Africa:-

- 2017 AFDW was hosted by the KNUST Business School in Kumasi, Ghana. The workshop was sponsored by ECOWAS Investment and Development Bank and 14 junior academics and doctoral students participated.
- 2015 AFDW held in Pretoria, South Africa. The workshop was sponsored by AFAM and the University of Pretoria. 20 junior academics and doctoral students participated.
- 2012 AFDW was held in Kigali, Rwanda. The workshop was sponsored by The Academy of Management (AOM). 15 junior academics and doctoral students participated.

We are launching a new initiative, **Africa Journal of Management Fellowship Programme**. The AJOM Fellowship Programme aims to match a promising young scholar from Africa with a mentor to work on joint research. The first sponsor of this Fellowships is the University of Wisconsin at Whitewater. We are seeking other university sponsors and we hope that you will help us to identify those that may be interested including your own Universities!

## AFAM Membership: Join Today!

Membership in AFAM provides a platform for building collaborative and supportive relationships for and with African and other scholars in the Diaspora who engage in, or who have an interest in research on management and organizations in Africa.

**We invite you to visit the AFAM website to learn more about the organization.**





## About Our Hosts: School of Commerce, Addis Ababa University

School of Commerce in the College Business and Economics, Addis Ababa University has an interesting history. The School of Commerce also has a fascinating history. The school was first established in 1943 as a Commercial School following the five years of the Italian occupation. It was the first of its type in the country. The first training programs offered by the School were from six months to one year in duration. Over time, the programs evolved to extend to duration of four years. This laid the basis for the 8+4 program. In 1966, a 10+3 program was introduced, followed a few years later by an 11+3 program, and finally culminating in the 12+2 program introduced in 1972. At the time, students were trained in three fields: Secretarial Studies, Accounting, and Banking and Finance. The School phased out its lower-level programs over time in its quest to attain “Junior College” status.

The school was brought under the Commission for Higher Education in 1979, thus becoming one of the few tertiary-level educational institutions in Ethiopia. Then in 2010, the School of Commerce, the School of Information Sciences and the Faculty of Business and Economics were merged and named as “The College of Management, Information and Economic Sciences”. In April 2012, as a result of the revised governance system of the university, the college was restructured and named as the College of Business and Economics, consisting of four departments and one school.



# AFAM Executive Committee

**Dr. Stella Nkomo: President**

University of Pretoria, South Africa

**Dr. David Zoogah: Secretary**

Xavier University, USA

**Dr. Moses Acquaaah: Treasurer**

Bryan School of Business and Economics, University of North Carolina at Greensboro, USA

**Dr. Elham Metwally: Executive Committee and Program Committee**

School of Business, The American University in Cairo, Egypt

**Dr. Nceku Nyathi: Membership Co-Coordinator**

University of Cape Town, South Africa

**Dr. Eileen Kwesiga: Program Committee Member**

Bryant University, USA

**Dr. Judy Muthuri: Membership Coordinator & Conference Co-Programme Chair**

Nottingham University Business School, UK

**Dr. Constant D. Beugré: Program Committee Member & Co-Programme Chair**

Delaware State University, USA

**Dr. Karel Stanz: Funding Coordinator**

University of Pretoria, South Africa

**Dr. Benson Honig: Liaison**

McMaster University, Canada

**Dr. Faith Wambura Ngunjiri: Website and Communications Coordinator**

Concordia College, USA



# AFAM Conference Program Committee

**Dr. Judy Muthuri, Co-Programme Chair**

Nottingham University Business School, UK

**Dr. Constant Beugré, Co-Programme Chair**

Delaware State University, USA

**Dr. Moses Acquah**

Bryan School of Business and Economics, University of North Carolina at Greensboro, USA

**Dr. Eileen Kwesiga**

Bryant University, USA

**Dr. Elham Metwally**

Delaware State University, USA

School of Business, The American University in Cairo, Egypt

## Local Host Committee in School of Commerce

**Dr. Abeba Beyene Mengistu**

Co-Chair

**Dr. Amanuel Tekleab**

Co-Chair

**Dr. Matiwos Ensermu Jaleta**

**Dr. Tewodros Mesfin Deneke**

**Dr. Mulugeta G/Medhin Kassie**

**Mr. Saleamlak Molla Hussen**

**Mr. Girma Belete Biresaw**

**Mrs. Belaynesh Tefera Nidaw**

**Mrs. Konjit Hailu Gudeta**

**Dr. Abdurezak Mohammed Kuhil**

**Dr. Worku Mekonnen Tadesse**

**Mr. Bentie Workie Gessese**

**Dr. Wubshet Bekalu**

**Mr. Tizazu Mohammed Yimer**

**Dr. Tilahun Muluneh Arage**



# AFAM 2018 Conference Track Chairs

**Dr. Richard Hayes**

Hofstra University, USA

**Dr. Bitange Ndemo**

University of Nairobi, Kenya

**Track 1: Entrepreneurship and Small Business**

**Dr. E. Anne Christo-Baker**

Purdue University at Northwest

**Track 2: Organizational Behavior and Human Resource Management**

**Dr. Abeba Mengistu**

School of Commerce, Addis Ababa University, Ethiopia

**Track 3: Public Policy, Administration of Government, and Non-governmental Organizations**

**Dr. Herman Ndofor**

Indiana University, USA

**Track 4: Strategy and International Management**

**Dr. Vincent Bagire**

Makerere University, Uganda

**Track 5: Social Issues in Management in the Context of Africa**

**Prof. Kenneth Amaeshi**

Edinburgh University, UK

**Track 6: Sustainability and Green  
Management**

**Dr. Hamid Kazeroony**

Walden University, USA

**PDW/Symposia**

**Dr. David Zoogah**

Xavier University, USA

**Doctoral Consortium & Junior Faculty Consortium**



## Why Ethiopia?

Ethiopia's location in the Horn of Africa, close to the Middle East and its borders with Eritrea, Somalia, Kenya, South Sudan, Sudan and Djibouti indicates its strategic importance in Africa. Ethiopia has unique landscape features. More than 70% of Africa's mountains are found in Ethiopia. Probably due to the high altitude in the country, Ethiopians are famous for being great long distance runners. Lake Tana is the source of the Blue Nile River, which meets the White Nile River in Sudan to form the Great Nile River. Ethiopia's huge population of about 102 million (2016) makes it the second most populous nation in Africa (after Nigeria). The population is made up of several ethnic groups comprised of Oromo, Amhara, Somali, Tigray, Sidama, Gurage, and Wolayta. Religion in Ethiopia consists of a number of faiths. Among these mainly Abrahamic religions, the most numerous is Christianity (Ethiopian Orthodoxy, Pentay, Catholic) followed by Islam. There is also a longstanding but small Jewish community. The government of Ethiopia is structured in a framework of a federal parliamentary republic, whereby the Prime Minister is the head of government. Executive power is exercised by the government.

Economically, Ethiopia is the fastest growing economy in the region but also one of the poorest with a per capita income of only \$660. The government has set an ambitious goal for Ethiopia to reach lower-middle-income status by 2025. Ethiopia's economy experienced strong, broad-based growth averaging 10.5% a year from 2005/06 to 2015/16 surpassing the regional average of 5.4%. The expansion of services and agriculture accounted for most of this, with manufacturing growth only modest. Private consumption and public investment explain demand-side growth, the latter assuming an increasingly important role. Higher economic growth brought with it positive trends in poverty reduction in both urban and rural areas. In the year 2000, 55.3% of Ethiopians lived in extreme poverty, but by 2011 this figure was down to 33.5%. The economic growth rate recently declined to about 8%. The government is implementing the 2nd phase of its Growth and Transformation Plan (GTP II). The plan which runs to 2019/20, aims to continue work on physical infrastructure through public investment projects, and to position Ethiopia as manufacturing hub. In line with its manufacturing strategy, the GDP growth target is 11% with an emphasis placed on creating jobs. The main challenges for Ethiopia are sustaining its positive economic growth and accelerating poverty reduction, which requires significant progress in job creation as well as improved governance. The government is already devoting a very high share of its budget to pro-poor programs and investments.

Ethiopia has proven itself to be a resilient country. Over the past two decades, there has been significant progress in key human development indicators: primary school enrolment has quadrupled, child mortality been cut in half, and the number of people with access to clean water has more than doubled. These gains, together with more recent moves to strengthen the fight against malaria and HIV/AIDS, paint a picture of more well-being in Ethiopia.

The manufacturing sector, centered around Addis Ababa, produces construction materials, metal and chemical products, and basic consumer goods including food, beverages, leather, clothing and textiles. Over 90% of large-scale industry is state owned. One of these, Ethiopian Airlines, is gaining recognition as the fastest growing and most profitable airline in Africa. In 2014 IATA ranked Ethiopian as the largest airline in Africa in revenue and profit. Over the past seven decades, Ethiopian has been a pioneer of African aviation as an aircraft technology leader. The airline joined Star Alliance, the world's largest Airline network, in December 2011. Ethiopian is currently implementing a 15-year strategic plan called Vision 2025 that will see it become the leading airline group in Africa with seven strategic business units. Ethiopian is a multi-award winning airline, including SKYTRAX and Passenger Choice Awards in 2015, and has been registering an average growth of 25% per annum for the past ten years.

Until 2013, the major agricultural export crop was coffee, providing about 26.4% of Ethiopia's foreign exchange earnings. In the beginning of 2014, oilseeds exports have been more important.

Sources: Retrieved from: <http://www.worldbank.org/en/country/ethiopia/overview>; <https://en.wikipedia.org>; [https://www.ethiopianairlines.com/Cms\\_Data/Contents/EthiopianAirlines/Media/Corporate/Company/EthiopianFactsheet/Ethiopian-Fact-Sheet-July-2016.pdf](https://www.ethiopianairlines.com/Cms_Data/Contents/EthiopianAirlines/Media/Corporate/Company/EthiopianFactsheet/Ethiopian-Fact-Sheet-July-2016.pdf)

## Recommended Places of Visit in Addis Ababa

Addis Ababa is the country's commercial and cultural hub and home of the African Union. Its National Museum exhibits Ethiopian art, traditional crafts and prehistoric fossils, including replicas of the famous early hominid, "Lucy." The burial place of the 20th-century emperor Haile Selassie, copper-domed Holy Trinity Cathedral, is a neo-baroque architectural landmark.

### St. George's Cathedral and Museum

St. George's Cathedral contains both a church and a museum. In addition to a beautiful church sanctuary, there is also a collection of artefacts and memorabilia from the ancient church including religious writings and artwork.

### The National Museum of Ethiopia

The National Museum of Ethiopia, also referred to as the Ethiopian National Museum, is a national museum in Ethiopia. It is located in the capital, Addis Ababa, near the Addis Ababa University's graduate school.

### Holy Trinity Cathedral

Holy Trinity Cathedral, known in Amharic as Kidist Selassie, is the highest ranking and most sacred Ethiopian Orthodox Tewahedo cathedral in Addis Ababa, Ethiopia. It is also the burial place of Emperor Haile Selassie.

### Red Terror Martyrs Memoria Museum

The "Red Terror" Martyrs' Memorial Museum in Addis Ababa was established in 2010 as a memorial to those who died during the Red Terror under the Derg government.

### Addis Mercato

Addis Mercato offers the experience of a typical African marketplace. It is a dynamic place with many different sections selling everything from arts and crafts to clothing and food.

### Ethnological Museum

The Ethnological Museum is a short distance from the National Museum of Ethiopia. It contains a lot of information about the ethnic groups of Ethiopia, history of coffee, Ethiopian culture as well as Ethiopian Orthodox paintings and artifacts belonging to Emperor Haile Selassie.

### Edna Mall and Bole Medhane Alem Cathedral

Bole is a modern trendy district of town, packed with shopping centers, the Edna Mall cinema, condos, hotels, and plenty of both international and upscale Ethiopian restaurants. You'll find plenty of Ethiopian cultural restaurants, the most famous being Yod Abyssina. Nearby you will also find Bole Medhane Alem Cathedral, the largest Ethiopian Orthodox church in Addis, and the second largest church in Africa.



# Hotel and Tourism Information

## Hotels and Restaurants

To provide AFAM2018 conference participants with rewarding networking opportunities and the most comfortable stay during the conference, AFAM has selected and negotiated competitive rates with three hotels which will serve as the official conference accommodation hotels:

- Capital Hotel & Spa
- Getfam Hotel, and
- Panorama Hotel.

**Please note that AFAM will ONLY be offering free transport to and from these 3 hotels to the Addis Ababa University, the AFAM2018 conference venue!**

The buses will promptly depart from the hotels at 7.15am every morning. They will return the delegates back every day depending on the activities scheduled – please to the daily program.

We appreciate some individuals might have their own preferences for hotel accommodation whilst in Addis Ababa but unfortunately we are unable to make additional travel arrangements outside the designated conference hotels.

For more information please visit our website:

[https://www.africaacademyofmanagement.org/afam-conference-2018#quicktabs-afam\\_conference\\_2018=9&quicktabs-biennial\\_conference\\_2018\\_hotel\\_i=1](https://www.africaacademyofmanagement.org/afam-conference-2018#quicktabs-afam_conference_2018=9&quicktabs-biennial_conference_2018_hotel_i=1)

## General Information

### Climate and Weather

Average Weather in January in Addis Ababa Ethiopia. In Addis Ababa, the month of January is characterized by essentially constant daily high temperatures, with daily highs around 72°F (23° C) throughout the month, rarely exceeding 76°F (24° C) or dropping below 68°F (20° C) .

### Currency and ATMs & Credit Cards

The local currency is the Ethiopian Birr (ETB), made up of 100 cents. Birr notes are available in denominations of 5, 10, 50 and 100. ATMs are available throughout Addis and MasterCard & Visa are accepted at main establishments.

### Health

Yellow fever is a risk in certain parts of Ethiopia, so CDC recommends the yellow fever vaccine for travelers 9 months of age or older to these areas. You should also check the visa application requirements and immigration rules in your home country. Your doctor can help you decide if this vaccine is right for you based on your travel plans. Always talk to your doctor before you travel.

### Language

Amharic is the official national language of Ethiopia. English, Arabic, Italian and French are widely spoken by many Ethiopians. The Ethiopian languages are divided into four major language groups. These are Semitic, Cushitic, Omotic, and Nilo-Saharan.

### Food

Ethiopia is known for its food around the world where it is not unusual to find Ethiopian restaurants in many major cities across the globe. Ethiopia's national dish is called "wat." Ethiopians prefer to eat this spicy stew with injera, a flat, spongy bread. Meals are enjoyed by tearing off a piece of injera and using it to scoop up a big bite of wat. Unlike many countries in Africa, Ethiopia is a great place to travel to if you are vegetarian or vegan.





## Safety Tips

Safety can be a concern when visiting any large urban city like Addis Ababa. But all you need to do is take usual sensible precautions and follow some basic safety rules. Below is some safety tips that we recommend to you to have a pleasant experience:

- Leave your passport, air ticket and other valuables in the safety deposit box in your room. Carry copies of your passport on you at all times and keep photocopies of your credit and debit cards in a safe place. Addis Ababa hosts the largest number of embassies and consulates on the continent. You should obtain the phone number of your respective embassy or consulate.
- Always carry on you at all times the essential numbers of your travel and health insurance and important local phone numbers (perhaps the number of your consulate or embassy in Addis Ababa) to call in case of emergency.
- Use automatic teller machines ATMs at secure places.
- When walking do not wear visible jewelry or carry cameras and computer bags over your shoulder.
- Limit the amount of money you carry on you and keep mobile phones and wallets safe.
- Travel and walk with others where possible (especially after dark).
- Make your transport arrangements from the airport to your hotel prior to travelling to avoid relying on strangers. Confirm cost ahead of time!





## OUR SPONSORS

### Platinum



### Bronze



## EXHIBITORS



# Experiential Learning Trips

**FRIDAY January 5<sup>th</sup> 2018**

**Time: 2:30pm to 5:30 pm**

AFAM has organized for conference delegates to visit one of our three selected indigenous organizations in Ethiopia. There are limited capacities per trip. Availability is on a first-come-first served basis. We encourage participants to sign up at the registration desk latest **Thursday January 4<sup>th</sup>, 2018 by 10:00am.**

## Option 1: Ethiopian Commodity Exchange

**Theme: Innovation and Institution Building**

The Ethiopian Commodity Exchange (ECX) commenced trading operations in April 2008. It is the first of its kind in Africa creating opportunities for unparalleled growth in the commodity sector. Its vision is to 'transform the Ethiopian economy by becoming global commodity market by choice'. Its mission is to 'connect all buyers and sellers in an efficient, reliable, and transparent market by harnessing innovation and technology and based on continuous learning, fairness, and commitment to excellence'. ECX is a marketplace that serves all market actors: farmers, traders, processors, exporters and consumers. Buyers and sellers come together to trade, assured of quality, delivery and payment. *How ECX Works:* The ECX integrates the entire 'eco-system' related to the market, spanning the central trading system, warehouse delivery centers, product grade certification, cleaning banks, an arbitration tribunal, a market information system linking rural sites, remote electronic trading centers, and a secure data center to manage membership and market information. An overarching legal framework and a government regulatory agency ensure the viability of this entire integrated environment. This integration enables a country such as Ethiopia where none of the individual components may exist as stand-alone institutions to mutually support and reinforce the ECX market objectives.

Data source: [www.ecx.com.et](http://www.ecx.com.et)

## Option 2: soleRebels Sar Bet, Adams Pavillion

**Theme: Green Entrepreneurship**

What is soleRebels? GREAT question: we like to say that soleRebels is handcrafted LOVE for your feet and LOVE is how we got started. We wanted to find a way to share our LOVE for the amazing artisan heritages of Ethiopia with the world! So we embarked on a quest to hand-craft stunningly creative footwear by fusing Ethiopian artisan heritages with fantastic design and the LOVE flowed from there. The brand has created passionate fans around the planet who love how soleRebels lets them walkNAKED, empowering them express their creativity, uniqueness + positivity through their footwear! soleRebels was founded by Bethlehem Tilahun Alemu, an entrepreneur named to FORBES World's 100 Most Powerful Women List and named by FAST COMPANY Magazine as ONE OF THE MOST CREATIVE PEOPLE IN BUSINESS.

soleRebels retails through our growing global network of branded soleRebels brick and mortar retail stores, our ecommerce platform [soleRebels.com](http://soleRebels.com) and our many fantastic retail partners. At soleRebels we love, embrace and encourage creativity. In fact we consider it our lifeblood - both as a company and for those who enjoy what we make. That's why soleRebels is so proud to have been able to channel the immense creative talents of our community in a way that allows the world be enriched by our products, while letting the folks who work at soleRebels enjoy world class jobs and prosperity. And doing what we do as the planet's 1<sup>st</sup> and ONLY WFTO Fair Trade footwear company, just makes it that much sweeter! Experience more about soleRebels here at [www.soleRebels.com](http://www.soleRebels.com)

## Option 3: Garden of Coffee Café Roastery

**Theme: Value-Added Enterprises**

"Coffee lovers know that Ethiopia is the birthplace of coffee and the finest producer of specialty coffee in the world. Now we are excited to let the world in on another coffee secret - that Ethiopia is the source of the finest hand roasting artisans on the planet. In Ethiopia we don't just grow coffee. We LIVE coffee each and every day. It is embedded in the DNA of our daily life. Coffee personifies Ethiopia and we in turn personify it. We grow up surrounded by family members harvesting the finest beans and then hand selecting and hand roasting these beans and preparing them into the most magical coffees ever sipped. Within this milieu we have developed the most gifted coffee artists on the planet, each one steeped in the arts + techniques of selecting and hand roasting Ethiopia's coffee beans. These artists have the singular talent to bring out the true magical qualities of Ethiopia's coffee beans. I began Garden of Coffee so that people everywhere can experience that magic. Because once you taste Ethiopian coffee that has been hand roasted by traditional Ethiopian coffee artisans on our hand crafted ceramic roasters, your coffee perspectives are forever changed. And so it is my great pleasure to invite you all to come with us and LIVE COFFEE." - Bethlehem Tilahun Alemu, Creator, Garden of Coffee.

**Experience more at [www.GardenofCoffee.com](http://www.GardenofCoffee.com)**





## CONFERENCE REGISTRATION

The registration desk is open daily from 8:00am – 5:00pm

The desk is located at the Open Space, 9<sup>th</sup> Floor, School of Commerce (New) Building



# 2018 Program Schedule

WEDNESDAY JANUARY 3<sup>RD</sup> 2018

8:00am – 5:30pm

School of Commerce (New) Building

## JUNIOR FACULTY / DOCTORAL STUDENTS CONSORTIUM

<b>Chair (Organizer)</b>  <b>David B. Zoogah</b>  <i>Xavier University, USA</i>		<b><u>Academy of Management Journal Editors</u></b> Jason D. Shaw Pratima (Tima) Bansal Marc Gruber		<b><u>AFAM Facilitators</u></b> <b>David Zoogah</b> , <i>Xavier University</i> <b>James Walsh</b> , <i>University of Michigan</i> <b>Bruce Lamont</b> , <i>Florida State University</i> <b>Jenny Hoobler</b> , <i>University of Pretoria</i> <b>Hermann Ndofo</b> , <i>Indiana University</i> <b>Samuel Aryee</b> , <i>University of Surrey</i> <b>Benson Honig</b> , <i>McMaster University</i> <b>Augustine Lado</b> , <i>Clarkson University</i> ,	
#	Time	Junior Faculty	Room Room #1, 8 <sup>th</sup> Floor	Doctoral Student	Room Room #2, 8 <sup>th</sup> Floor
	8:20am – 8:55am	INTRODUCTION (David B. Zoogah)			
A	09:00am - 10:30pm	Session 1 (AMJ Editors)		Session 1 (AFAM Facilitators)	
	10:30am – 10:45am	<b>TEA &amp; COFFEE BREAK</b> Venue: Open Space, 10 <sup>th</sup> Floor, School of Commerce (New) Building			
B	10:50pm – 12:20pm	Session 1 (AMJ Editors) (cont'd)		Session 1 (AFAM Facilitators) (cont'd)	
	12:30pm – 1:15pm	<b>LUNCH BREAK</b> Venue: Staff Cafeteria, 1 <sup>st</sup> Floor, School of Commerce (New) Building			
C	1:30pm – 3:00pm	Session 2 (AFAM Facilitators)		Session 2 (AMJ Facilitators)	
	3:00pm – 3:15pm	<b>TEA &amp; COFFEE BREAK</b> Venue: Open Space, 10 <sup>th</sup> Floor, School of Commerce (New) Building			
D	3:20pm – 4:50pm	Session 2 (AFAM Facilitators) (cont'd)		Session 2 (AMJ Facilitators) (cont'd)	
	5:00pm – 5:30pm	General Session: Both Junior Faculty and Doctoral Students			
	6: 00pm – 9.00pm	<b>2018 AFAM Conference Opening Ceremony</b> Venue: Commerce Hall, 10 <sup>th</sup> Floor, School of Commerce (New) Building  <a href="#">Keynote Address</a> <b>Dr. Beatrice Khamati Njenga</b> Head, Education Division Department of Human Resources, Science and Technology African Union Commission (AUC)			ALL



## CONSORTIUM'S AFAM FACILITATORS SESSIONS

Session	Participants	DEVELOPING HIGH PERFORMING SCHOLARSHIP	Time	Facilitator
Session 0	Junior Faculty and Doctoral Students	African (emergent) phenomena in the world	8:20 – 8:55am	David Zoogah
Session 1	Doctoral Students	Reflection and high performing scholarship	9:00 – 9:40	Bruce Lamont
Session 1	Doctoral Students	Challenges of ethical research	9:45 – 10:25	Benson Honig
		<b>TEA &amp; COFFEE BREAK</b> Venue: Open Space, 10 <sup>th</sup> Floor, Commerce (New) Building	10:30-10:45	
Session 1	Doctoral Students	Observation and high impact scholarship	10:50 – 11:30	Jenny Hoobler
Session 1	Doctoral Students	Collaborative Networks and high impact scholarship	11:35 – 12:15	Hermann Ndofor
		<b>LUNCH BREAK</b> Staff Cafeteria, 1 <sup>st</sup> Floor, Commerce (New) Building	12:30 – 1:15	
		<b>MAINTAINING HIGH PERFORMING SCHOLARSHIP</b>		
Section 2	Junior Faculty	Experiments and management scholarship	1:30 – 2:10	Jim Walsh
Section 2	Junior Faculty	Knowledge sharing and scholarship in Africa	2:15 – 2:55	David Zoogah
		<b>TEA &amp; COFFEE BREAK</b> Venue: Open Space, 10 <sup>th</sup> Floor, Commerce (New) Building	3:00 – 3:15	
Section 2	Junior Faculty	Conversation and high performance scholarship	3:20 – 4:00	Sam Aryee
Section 2	Junior Faculty	Global phenomena in Africa	4:05 – 4:45	Augustine Lado
Section 3	General Session	GENERAL SESSION JF/DS (QUESTIONS AND ANSWERS) <b>Moderated by David Zoogah</b>	4:50 – 5:30pm	ALL

## 2018 AFAM Conference Opening Ceremony

Venue: Commerce Hall, 10<sup>th</sup> Floor, School of Commerce (New) Building

### Keynote Address

Dr. Beatrice Khamati Njenga  
Head, Education Division

Department of Human Resources, Science and Technology  
African Union Commission (AUC)

## Paper Sessions Day One: THURSDAY JANUARY 4<sup>TH</sup> 2018

	Track 1a Entrepreneurship and Small Business	Track 1b Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Track 4 Strategy and International Management	Track 5 Social Issues in Management
<b>Track Chair</b>	<b>Richard Hayes</b> Hofstra University, New York <b>Betange Ndemo</b> University of Nairobi	<b>Richard Hayes</b> Hofstra University, New York <b>Betange Ndemo</b> University of Nairobi	<b>Anne Christo-Baker</b> Purdue University at Northwest	<b>Herman Ndofor</b> Indiana University	<b>Vincent Bagire</b> Makerere University
<b>ROOM</b>	Room #1, 8 <sup>th</sup> Floor	Room #2, 8 <sup>th</sup> Floor	Room #3, 8 <sup>th</sup> Floor	Room #4, 8 <sup>th</sup> Floor	Room #5, 8 <sup>th</sup> Floor
<b>Session Title</b>	<b>Informal Economy and Entrepreneurship</b>	<b>Venture Financing</b>	<b>Work-Life Interface</b>	<b>Strategy and Innovation</b>	<b>Responsible Business and Sustainability</b>
<b>Session Chair</b>	Samuel Eyamu University of Melbourne	Vincent Bagire Makerere University	Samuel Kamugisha Jönköping International Business School	Juliana Namada United States International University	Nicolas Friedeici University of Oxford
8:00-10:30 am	<p><b>Informal Economy in Pan-Africa: A Review and Directions for Future Research</b> Katia Galdino, Florida State University</p> <p>Moses Kiggundu, Carleton University</p> <p>Bruce Lamont, Florida State University</p> <p>Carla Jones, Sam Houston State University</p> <p><b>Moderating Role of Inclusion of Disabled Students in Entrepreneurial Action</b> Reuel Dakung University of Jos</p> <p>Laura Orabia Makerere University Business School</p> <p><b>What is an Informal Economy Firm? A Research Agenda</b> Marcus Moller Larsen, Copenhagen Business School</p> <p><b>Crowdfunding in Sub-Saharan Africa: Differences in Borrowers' Profiles Based on Ethnicity, Colonial Heritage and Economic Development</b> Marie Noelle Nguessan IESE Business School</p> <p>Ines Alegre, IESE Business School</p> <p>Miguel-Angel Canela, IESE Business School</p>	<p><b>African Tribes effects on Microfinance Outcomes</b> Howard Jean-Denis University of Massachusetts at Amherst</p> <p><b>Building High Performing Microfinance Institutions: A Systematic Review</b> Marie Noelle Nguessan IESE Business School/Spain</p> <p>Ines Alegre, IESE Business School</p> <p><b>Women's Access to Microfinance Services in Southern Ethiopia: Assessing the Promises, Impacts, Challenges and Gaps</b> Mitiku Kebede, Addis Ababa University</p> <p>Nigatu Regassa Geda, University of Saskatchewan, Saskatoon</p> <p><b>Diversity of Entrepreneurial Funding for High-Impact Entrepreneurship in Sub-Saharan Africa</b> Dana Redford, PEEP</p> <p>Christian Wolf, PEEP</p>	<p><b>The Effects of Work-Life Balance on Organizational Commitment of BED Bank Employees in Addis Ababa</b> Abeba Bene Mengistu, Addis Ababa University</p> <p>Meskerem Melesse Worku, Addis Ababa University</p> <p><b>Generalizability of Work-Family Studies to the Global South? A Meta-analytical Test using South African Research</b> Jenny Hobbler, University of Pretoria</p> <p>Eileen Koekemoer, University of Pretoria</p> <p><b>Work-Life Balance and Job Stress in a Higher Institution of Learning: Is there a Link?</b> Aaron Ametorwo University of Ghana Business School</p> <p>Eunice Agbogah University of Ghana Business School</p> <p><b>Work-life Balance Policies, Cognitive Engagement and Perceived Organizational Support: A Multi-level Analysis</b> Felicity Asiedu-Appiah, Kwame Nkrumah University of Science and Technology</p> <p>David Zoogah, Xavier University</p> <p>Hannah Vivian-Osei, Kwame Nkrumah University of Science and Technology</p>	<p><b>Smart-Strategy: How Smartphone Usage in an Emerging Market Shifts the Dynamics of Strategy Creation</b> Cecilia Varendh Mansson University of Oxford</p> <p><b>The Use of Logics in a Transitional Economy</b> Kassa Woldeesenbet De Montfort University</p> <p><b>Mixed Development Messages from Africa: Performance versus Poverty Models' Test Results</b> Richard Mpoyi, Middle Tennessee State University</p> <p>Jean-Marie Nkongolo-Bakenda, University of Regina</p> <p><b>The Contribution of Material Culture in Household Socio-Economic</b> Emmanuel Mutungi, Kyambogo University</p>	<p><b>Toward a Strategic Corporate Social Responsibility (CSR) Approach to Tackle Grand Challenges in Africa</b> Joseph Mamo, Louisiana State University</p> <p>Kwame Agyemang, Louisiana State University</p> <p><b>How does CEO Demographic Background Effect Human Rights Record?</b> Howard Jean-Denis, University of Massachusetts at Amherst</p> <p>Kwame Agyemang, Louisiana State University</p> <p><b>Enacting Political CSR Locally: Renegotiating Business-Government-Local Community Relations in a Developing Context</b> Nolywe Delannon, Université Laval</p> <p>Emmanuel Raufflet, HEC Montreal</p> <p><b>The Role of Stakeholders' Influence for Green Innovation Practices: The Mediating Role of Manager's Environmental Concern</b> Hailemickael Deres Mekonnen, Addis Ababa University</p>
10:30- 11:00 am	<b>TEA &amp; COFFEE BREAK</b> Venue: Open Space, 10 <sup>th</sup> Floor, School of Commerce (New) Building				



## Paper Sessions Day One: THURSDAY JANUARY 4<sup>TH</sup> 2018

	Track 1 Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Track 3 Public Policy, Administration of Government, and Non-governmental Organizations	Track 4 Strategy and International Management	Track 5 Social Issues in Management
Track Chair	<b>Richard Hayes</b> Hofstra University, New York <b>Betange Ndemo</b> University of Nairobi	<b>Anne Christo-Baker</b> Purdue University at Northwest	Abeba Beyene Mengistu Addis Ababa University	<b>Herman Ndofor</b> Indiana University	<b>Vincent Bagire</b> Makerere University
ROOM	Room #1, 7 <sup>th</sup> Floor	Room #2, 7 <sup>th</sup> Floor	Room #3, 7 <sup>th</sup> Floor	Room #4, 7 <sup>th</sup> Floor	Room #5, 7 <sup>th</sup> Floor
Session Title	<b>Entrepreneurship and Social Capital</b>	<b>Women, Leadership and Management in Africa</b>	<b>Entrepreneurship and Government Support</b>	<b>Strategic Leadership</b>	<b>Responsible Investment &amp; Financial Services Literacy</b>
Session Chair	Benson Honig McMaster University	Ken Kamoche University of Nottingham	Abeba Bene Mengistu Addis Ababa University	Alex Bignotti University of Pretoria	Nolywe Delannon, Universite Laval
11:00 am - 12:30 pm	<p><b>Social Network Ties as Drivers of Entrepreneurial Ventures in Sub-Saharan Africa: Substitutes or Complements</b> Michael Abebe, The University of Texas Rio Grande Valley</p> <p>Sarah Kimakwa, The University of Texas Rio Grande Valley</p> <p>Tammi Redd, Ramapo College of New Jersey</p> <p><b>Social Capital and Performance of Family Firms: The Role of Innovation</b> Marian Maclean, Kwame Nkrumah University of Science and Technology</p> <p>Ahmed Ayapong, Kwame Nkrumah University of Science and Technology</p> <p>Felicity Asiedu-Appiah, Kwame Nkrumah University of Science and Technology</p> <p><b>With a Little Help from (Where I See) My Friends: The Social and Microspatial Nature of Learning Amongst Ghanaian Self-Employed</b> Patrick Shulist, Ivey Business School</p> <p>Oana Branzei, Ivey Business School</p>	<p><b>The Role of Female Leadership Styles in Engaging their Subordinates in the Sub-Saharan Health Sector: A Study of Ghana</b> James Baba Abugre University of Ghana Business School</p> <p>Lydia Atter University of Ghana Business School</p> <p><b>Running Head: Social Comparisons, Self-identity and Development Behaviors Social Comparisons, Regulatory Focus, and Development Behaviors: The Moderating Role of Self-Identity</b> David Zoogah Xavier University,</p> <p>Grace Abban-Ampiah Ghana Institute of Management and Public Administration</p> <p><b>The Role of Psychological Empowerment on the Relationship between Organizational Trust and Employee Engagement</b> Clive Mukanzi, Jomo Kenyatta University of Agriculture and Technology</p> <p>Hazel Gachunga, Jomo Kenyatta University of Agriculture and Technology</p>	<p><b>Feedback Mechanisms and their Influence on Service Delivery in State Corporations in Kenya</b> Damaris Monari, Technical University of Mombasa</p> <p><b>Effects of Compulsory Entrepreneurship Education on Intent to Innovate and the Role of Experiential Pedagogy: A Study of Nigerian Higher Education</b> Victor Udezor, University of Nottingham</p> <p>Simon Mosey, University of Nottingham</p> <p>Andrew Greenman, University of Nottingham</p> <p><b>The Awareness of Government Support Initiatives: A Survey of Retail and Service SMEs in Tshwane, South Africa</b> Menisha Moos University of Pretoria</p>	<p><b>Firm Foreign-Ownership Structure and Organizational Resilience: Insights from a Multi-Country Analysis of African Firms</b> Jean Kabongo, University of South Florida, Sarasota-Manatee</p> <p><b>Cost Management Strategies for High Performance in the Tea Industry in Kenya</b> Simon Thiaine Kubaison, Meru University of Science and Technology</p> <p><b>Assessment of Potential Equity Investors and Stock Marketing Strategies: An empirical study in the case of Ethiopia)</b> Dakito Alemu Kesto, Addis Ababa University, School of Commerce</p>	<p><b>The Relative Impact of Income and Financial Literacy on Demand for Financial Services in Nigeria</b> Olunbajo Adetunji, Lagos Business School, Pan-Atlantic University</p> <p>Olayinka David-West, Lagos Business School, Pan-Atlantic University</p> <p><b>Responsible Investment and the Institutional Works of Investor Associations: The Cases of Brazil and South Africa</b> Camila Yamahaki -Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas</p> <p>Jedrzej George Frynas, Roehampton Business School, University of Roehampton</p> <p><b>Leadership and Responsible Investment: A Review of Literature Towards A New Model for Africa</b> Emebet Zeleke, Addis Ababa University School of Commerce</p>
12:30-1:30pm	<b>LUNCH BREAK</b> <b>VENUE:</b> Staff Cafeteria, 1 <sup>st</sup> Floor, School of Commerce (New) Building				

## Poster Session Day One: THURSDAY JANUARY 4<sup>th</sup> 2018

Time: 1:40pm – 2:40pm

Venue: Corridor, 9<sup>th</sup> Floor

1:40 pm-2:40pm

**The Role of Strategy Implementation in the Relationship Between Strategic Planning Systems and Performance**  
Juliana Namada, United States International University, Kenya

**Wanna Build High-Performing Organizations in Africa: Think Regional**  
Moses Kiggundu, Carleton University

**Diversity and Inclusion Research Theoretical Framework: The Problem of Indigeneity and Identity**  
Hamid Kazeroony, Walden University; Angela Titi Amayah, SUNY Empire State College; Catherine Burr, University of Phoenix

**The Effects of Behavioral Decision Biases on Entrepreneur Success Internationally: The Case for Exportation in the African Diaspora**  
Howard Jean-Denis, University of Massachusetts at Amherst

**Innovation Pattern & Its Determinants in African and Asian Firms**  
Yutaka Hamaoka, Keio University

**Conceptualization of Entrepreneurship across Supply Chain**  
Jabessa Bayissa, Addis Ababa University, College of Business and Economics

**Ethnos Oblige, Inequality, and Economic Deprivation**  
David Zoogah, Xavier University

**The Mediating effect of Knowledge Management in the Uganda Financial Institutions Model for High Performance**  
Janet Bagorogoza, Makerere University Business School; Jaap Van Den Herik, Leiden University; A.A. de Waal, Maastricht School of Management.

**Customer Relationship Management (CRM) as the New Marketing Approach and the 4P's of Marketing**  
Gatobu Mugwika, Meru University

**Corporate Social Responsibility Practices and Corporate Financial Performance Tradeoff (An Empirical Study on Banking Sector in Ethiopia)**  
Dakita Alemu Kesto, Addis Ababa University

**The Role of Micro-foundations for Sustainable Practices: Top Management Tangible Competencies, Relationship-based Business Networks and Environmental Sustainability**  
Pervalz Akhtar, University of Hull; Jędrzej George Frynas, Roehampton Business School University of Roehampton; Ying Kei Tse, University of York; Rekha Rao-Nicholson, Newcastle University

## VISIT TO THE

## AFRICAN UNION COMMISSION

**TIME: 3:00 pm – 5:30pm**

**Prompt Departure:**

**All Delegates must board buses by 3:10pm  
outside the School of Commerce (New) Building**



## Paper Sessions Day Two: FRIDAY JANUARY 5<sup>th</sup> 2018

	Track 1 Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Track 4 Strategy and International Management	Track 5a Social Issues in Management	Track 5b Social Issues in Management
<b>Track Chair</b>	Richard Hayes Hofstra University, New York Betange Ndemo University of Nairobi	Anne Christo-Baker Purdue University at Northwest	Herman Ndofor Indiana University	Vincent Bagire Makerere University	Vincent Bagire Makerere University
<b>ROOM</b>	Room #1, 8 <sup>th</sup> Floor	Room #2, 8 <sup>th</sup> Floor	Room #3, 8 <sup>th</sup> Floor	Room #4, 8 <sup>th</sup> Floor	Room #5, 8 <sup>th</sup> Floor
<b>Session Title</b>	Entrepreneurial Mindsets, Intentions, and Behaviors	Employee Engagement	Globalization and Firm Competitiveness	Gender issues in the Workplace	Responsible Management Education
<b>Session Chair</b>	Gatobu Mugwika Meru University	Kassa Woldeesenbet De Montfort University	Herman Ndofor Indiana University	Tewodros Deneke, Addis Ababa University, School of Commerce	Soeren Jeppesen Copenhagen Business School
8:00-10:30 am	<p><b>Exploring moderated mediation effects between the Big Five personality traits and entrepreneurial intentions</b> Alex Bignotti, University of Pretoria</p> <p>Melodi Botha, University of Pretoria</p> <p><b>Impact of Leadership Styles and Market Orientation Behavior on Small Firms Performance in Botswana</b> Olumide Jaiyeoba, Limkokwing University</p> <p>Brownhilder Neneh, University of the Free State</p> <p>Chux Gervase Iwu, Cape Peninsula University</p> <p>Josephine Moeti-Lysson, University of Botswana</p> <p><b>Measuring Conflict between Social Role Expectations and Entrepreneurial Role Demands among Women Entrepreneurs: A Study from Sub-Saharan Africa</b> Mulu Hundera Haramaya University and Tilburg University</p> <p>Geert Duysters, Tilburg University</p> <p>Naude Wim, Maastricht School of Management</p> <p><b>Unlocking Cash Management Potentials of Small Stall Market Vendors: Empirical Evidence from Uganda</b> Laura Orobias Makerere University Business School</p> <p>Diana Susan Kyomuhangi Makerere University Business School</p>	<p><b>Co-worker Relationship and Turnover Intentions: The Mediating Role of Employee Cynicism</b> James Baba Abugre, University of Ghana</p> <p>Moses Acquah, University of North Carolina at Greensboro</p> <p><b>HR Differentiation and Employee Outcomes: A Social Comparison Process</b> Samuel Eyamu, University of Melbourne</p> <p><b>The Hunter, the Maasai and the State Machinery: A Critical Analysis of a Clash of the Modern and the Traditional</b> Ken Kamoche, University of Nottingham</p> <p><b>Abusive Supervision, Subordinate Interactional (In) justice Perceptions, and Work Performance: The Moderating Roles of Personality Trait, Leader Behavior, and Power Distance</b> Neway Habtemariam Muktar, Addis Ababa University, School of Commerce</p>	<p><b>Functional Strategies for African Advantage</b> Vipin Gupta, California State University at San Bernadino</p> <p><b>Tuskys's strategic moves when the retail sector in Kenya faces tightening competition</b> Paula Linna, LUT/DumuLix</p> <p><b>Strategy as Practice: Structure, Resource Archetypes in Strategy Making Process in Nongovernmental Organizations</b> Vincent Bagire, Makerere University Business School</p> <p>Juliana Namada, United States International University, Kenya</p> <p><b>The Nexus Between Agreeableness as a Personality Trait and Customer Attitudinal Loyalty: Lessons from Selected Hotels in Nairobi, Kenya</b> Julie Makomere, University of Eldoret</p> <p>Wambui Karanja, University of Eldoret</p>	<p><b>The Case for Paternity Leave in Ghana: Imperatives and Implications for Gender Parity</b> Michael Asiedu-Gyensare, University of Education, Winneba</p> <p>Olivia Anku-Tsede, University of Ghana</p> <p>Elisha Kunu, University of Education, Winneba</p> <p>Lucky E. Kumedzro, University of Education, Winneba</p> <p><b>Barriers for the Participation of Women with Disabilities in the workforce: Focusing on Employed Ethiopian Women with Disabilities</b> Belaynesh Tefera Nidaw, Addis Ababa University, School of Commerce and Tilburg University</p> <p>Alice Schippers, VU University Medical Centre Amsterdam</p> <p>Marloes Van Engen, Tilburg University</p> <p>Jac Van Der Klink, Tilburg University</p> <p><b>Unravelling the Full Potential of Women in the Workplace: A Contextual Review of Possible Barriers facing Professional Women in Nigeria</b> Bamidele Wale-Oshinowo, University of Lagos</p> <p>Nwakaego Eleje, University of Ghana</p>	<p><b>The Influence of Business Schools on the Ethical Behavior of Students: A Study from Ghana</b> Obi Damoah, University of Ghana Business School</p> <p>Emmanuel Wiredu Appiah University of Ghana Business School</p> <p><b>Crossing the Divide- MBA Entrepreneurship that Links Communities North-South: Ecotourism in Uganda</b> Mike Melinyshyn, McMaster University</p> <p>Benson Honig, McMaster University</p> <p><b>Assessing Family Financial Management Practices: The Case of Selected Families in Addis Ababa, Ethiopia</b> Mengistu Bogale, Addis Ababa University School of Commerce</p> <p>Girma Gessesse, Addis Ababa University School of Commerce</p>
10:30-11:00am	<p style="text-align: center;"><b>TEA &amp; COFFEE BREAK</b> Venue: Open Space, 10th Floor, School of Commerce (New) Building</p>				



## Paper Sessions Day Two: FRIDAY JANUARY 5<sup>th</sup> 2018

	Track 1 Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Track 4a Strategy and International Management	Track 4b Strategy and International Management	Track 5 Sustainability and Green Management
Track Chair	<b>Richard Hayes</b> Hofstra University, New York <b>Betange Ndemo</b> University of Nairobi	<b>Anne Christo-Baker</b> Purdue University at Northwest	<b>Herman Ndofor</b> Indiana University	<b>Herman Ndofor</b> Indiana University	<b>Kenneth Amaeshi</b> , Edinburgh University
ROOM	Room #1, 7 <sup>th</sup> Floor	Room #2, 7 <sup>th</sup> Floor	Room #3, 7 <sup>th</sup> Floor	Room #4, 7 <sup>th</sup> Floor	Room #5, 7 <sup>th</sup> Floor
Session Title	<b>Growth and Performance of Entrepreneurial Firms</b>	<b>Leadership and Women Entrepreneurial Challenges</b>	<b>Strategy and Firm Ownership</b>	<b>Strategy and Leadership</b>	<b>Sustainable Enterprises</b>
Session Chair	Michael Abebe University of Texas, Rio Grande Valley	Jedrzej George Frynas, Roehampton Business School, University of Roehampton	Jean Kabongo University of South Florida, Sarasota-Manatee	Laura Orobia Makerere University Business School	Eileen Kwesiga Bryant University
11:00 am - 12:30 pm	<b>Delineating African Innovation Hubs from Business Incubators: A Process Perspective</b> Nicolas Friederici, University of Oxford	<b>Work-Family Balance Challenges of Women Business Leaders</b> Abeba Bene Mengistu, Addis Ababa University  Bruktawit Bahiru, Addis Ababa University	<b>Institutional Determinants of Ownership Stake in Intra-Africa Cross- border Acquisitions</b> Bruce Lamont Florida State University Kimberly Ellis Florida Atlantic University  Africa Arino IESE Business School	<b>Leadership Styles for International Joint Venture Sustainability</b> Clever Gumbo, North-West University  Yvonne Du Plessis, North- West University  Nicolene Barkhuizen, North- West University	<b>Corporate Financing Decisions (An Empirical Study in the case of Large Scale Businesses in Ethiopia)</b> Dakito Alemu Kesto, Addis Ababa University, School of Commerce
	<b>Competitive Intensity as a Moderator in the Link Between Customer Relationship Management Technology and Firm Performance in the Hotel Industry</b> Wambui Karanja, University of Eldoret  Julie Makomere, University of Eldoret	<b>Leadingship – The Disruptive Innovation for Thriving African Organizations</b> Luthando Prinsloo, Private  <b>Dreams and Reality: Role of Autonomy Support in Entrepreneurial activity of Women in Ethiopia</b> Atsede Hailemariam, Addis Ababa University, School of Commerce and Tilburg University  Brigitte Kroon, Tilburg University  Marc Vanvelthoven, Tilburg University	<b>Founder-CEO Appointments Post-Initial Public Offering (IPO): A Cultural and Institutional Perspective</b> Sarah Kimakwa University of Texas, Rio Grande Valley  Jorge Gonzalez University of Texas, Rio Grande Valley  <b>Assessment on the Determining Factors of Letters of Credit Effectiveness: The Case of Trade Services and International Banking Staffs of Commercial Bank of Ethiopia (CBE)</b> Mengistu Bogale, Addis Ababa University, School of Commerce Banchalem Girma, Commercial Bank of Ethiopia	<b>Globalization and Internal Dynamics: Implications for African Leadership Competence</b> Anteneh Tegegn Tamerat, Addis Ababa University, School of Commerce  <b>Innovation-Performance Relationship: The Moderating Role of Market Dynamism</b> Henry Kofi Mensah, Kwame Nkrumah University of Science and Technology  Ahmed Ayapong, Kwame Nkrumah University of Science and Technology  Yaw Amo Sarpong, Kwame Nkrumah University of Science and Technology	<b>Growth and Success of Listed Firms in Kenya</b> Gatobu Mugwika, Meru University of Science and Technology  <b>Taking Stock of New Firm Survival in Developing Economies</b> Samuel Kamugisha, Jönköping International Business School
	<b>Entrepreneurial Bricolage: How Small Family Businesses in Nigeria Make DO with Limited Resources</b> Bamidele Wale- Oshinowo, University of Lagos  Adeyinka Adewale, Henley Business School				
12:30 - 2:00pm 2:30 – 5:30pm	<p style="text-align: center;"><b>LUNCH BREAK</b></p> <p style="text-align: center;">VENUE: Staff Cafeteria, 1<sup>st</sup> Floor, School of Commerce (New) Building</p> <p style="text-align: center; color: red; font-size: 1.2em;"><b>Experiential Trips (2:00pm - 5:30pm)</b></p> <p style="text-align: center;"><b>Prompt Departure: All Delegates must board buses by 2:00pm outside the School of Commerce (New) Building</b></p>				



# PDWs & Symposia

## SATURDAY JANUARY 6<sup>th</sup> 2018

### Chair

Hamid Kazeroony, Walden University, USA

8:00-9:30 am	Developing Entrepreneurship and Management Capital in Emerging Markets	Time to Look in the Mirror: Producing Management Theory and Knowledge in Africa	Understanding Policy Experimentation: An Interactive Workshop	Abductive Research in and Publishing Discoveries in Management <a href="#">Academy of Management Discoveries Workshop</a>
	Room #1, 7th Floor	Room #2, 7th Floor	Room #3, 7th Floor	Room #4, 7th Floor <b>8:00 am – 11:00am</b>
	<p><b>Organizers</b></p> <p>Philip Mirvis, Global Network on Corporate Citizenship</p> <p>Bradley Googins, Graduate School of Business and Society of the Università Cattolica del Sacro Cuore of Milan</p> <p><b>Panel Participants</b></p> <p>E4Impact Africa Ghana Supply Chain Development SAP Social Entrepreneurship Fellowship</p>	<p><b>Organizers</b></p> <p>David Zoogah, Xavier University</p> <p>Moses Kiggundu, Carlton University</p> <p><b>Panel Participants</b></p> <p>David Zoogah, Xavier University</p> <p>Moses Kiggundu, Carlton University</p>	<p><b>Organizers</b></p> <p>Dan Redford, Policy Experimentation &amp; Evaluation Platform</p> <p>Kåre Moberg, Danish Foundation for Entrepreneurship</p> <p>Thomas Gold, Network for Teaching Entrepreneurship</p> <p>Jens Dyring Christensen, Decent Work Support Team – Eastern &amp; Southern Africa</p> <p><b>Panel Participants</b></p> <p>Dan Redford, Policy Experimentation &amp; Evaluation Platform</p> <p>Kåre Moberg, Danish Foundation for Entrepreneurship</p> <p>Thomas Gold, Network for Teaching Entrepreneurship</p> <p>Jens Dyring Christensen, Decent Work Support Team – Eastern &amp; Southern Africa</p>	<p><b>Organizers</b></p> <p>Peter Bamberger, Tel-Aviv University</p> <p><b>Panel Participants</b></p> <p>Peter Bamberger, Tel-Aviv University</p>
9:30 – 10:00am	<p style="text-align: center;"><b>TEA &amp; Coffee BREAK</b></p> <p style="text-align: center;">Venue: Open Space, 10<sup>th</sup> Floor, School of Commerce (New) Building</p>			



# Symposia

## SATURDAY JANUARY 6<sup>th</sup> 2018

### Chair

**Hamid Kazeroony, Walden University, USA**

	Researching Small Business Social Responsibility in Developing Countries Context	The Role of African scholars in the economic development of Africa	Women Entrepreneurs in Africa: Individual, Family, Institutional, and Socio-Cultural Resources and Barriers	Organizational and Research Culture in African Universities
	Room #1, 8th Floor	Room #2, 8th Floor	Room #3, 8th Floor	Room #4, 8th Floor
10:00 - 11:30 am	<p><b>Organizers</b> George Frynas, Roehampton Business School University of Roehampton</p> <p>Judy Muthuri, Nottingham University Business School</p> <p><b>Symposium Papers &amp; Presenters</b> George Frynas, Roehampton Business School University of Roehampton</p> <p>Judy Muthuri, Nottingham University Business School</p> <p>Soeren Jeppesen, Copenhagen Business School</p>	<p><b>Organizers</b> dt Ogilvie, Rochester Institute of Technology</p> <p><b>Panel Participants</b> Mahamadou Biga Diambeido, ICN Business School Nancy-Metz</p> <p>Mzamo Mangaliso, University of Massachusetts</p> <p>dt Ogilvie, Rochester Institute of Technology</p> <p>Vincent Ogutu, Strathmore Business School</p> <p>Konan Anderson SENY KAN, Toulouse Business School</p> <p>Amanuel Tekleab, Wayne State University</p>	<p><b>Organizers</b> Marloes L. Van Engen</p> <p>Brigitte Kroon, Tilburg University, the Netherlands</p> <p>Atsede T. Hailemariam, Tilburg University, the Netherlands and Addis Ababa University</p> <p>Konjit Hailu, Tilburg University, the Netherlands and Addis Ababa University</p> <p><b>Symposium Papers &amp; Presenters</b> Atsede T. Hailemariam, Tilburg University, the Netherlands and Addis Ababa University</p> <p>Brigitte Kroon, Tilburg University, the Netherlands</p> <p>Beldina Owalla, Stockholm School of Economics</p> <p>Carin Holmquist, Stockholm School of Economics</p> <p>Konjit Hailu, Tilburg University, the Netherlands and Addis Ababa University</p> <p>Marc van Veldhoven, Tilburg University, the Netherlands</p> <p>Marloes van Engen, Tilburg University, the Netherlands</p> <p>Pascale Peters, Radboud University, Nijmegen Guy B.D. Moors, Tilburg University, the Netherlands</p>	<p><b>Organizers</b> Stella M. Nkomo, University of Pretoria</p> <p>Bill Buenar Puplampu, Central University College, Ghana</p> <p><b>Panel Participants</b> Yvonne du Plessis, North-West University, South Africa</p> <p>Joseph Lekunze, North-West University, South Africa</p> <p>Michael Akomeah Ofori Ntow, Central University College, Ghana</p> <p>Juliet Thondhlana, University of Nottingham</p> <p>K. Amponsah-Tawiah, University of Ghana</p> <p>Denise Duncan, Central University</p> <p>Evelyn Garwe, Zimbabwe Council of Higher Education</p> <p>Michael Asiedu Gyensare, University of Education Winneba, Ghana</p> <p>Kemi Ogunyemi, Lagos Business School</p>

**PDWs**  
**SATURDAY JANUARY 6<sup>th</sup> 2018**

**Chair**

**Hamid Kazeroony, Walden University, USA**

	A Multi-Level Perspective on Leadership in the African Context: Past Research and Future Direction	Rigorous Evidence on Training Interventions to Improve Entrepreneurial Success of Micro and Small Businesses in Africa	Enhancing Management Education in Africa	Writing and Publishing Teaching Cases Relevant to African Management Education
	Room #1, 7 <sup>th</sup> Floor	Room #2, 7 <sup>th</sup> Floor	Room #3, 7 <sup>th</sup> Floor	Room #4, 7 <sup>th</sup> Floor
11:45 am - 1:15pm	<b>Organizers</b> Amanuel Tekleab, Wayne State University  Michael Abebe, University of Texas, Rio Grande Valley  Augustine Lado, Clarkson University  <b>Panel Participants</b> Amanuel Tekleab, Wayne State University  Michael Abebe, University of Texas, Rio Grande Valley  Augustine Lado, Clarkson University  Emeritus Irvin Reed, Wayne State University	<b>Organizers</b> Michael Friese, National University of Singapore  Kathrin Wolf, Leuphana University of Lueneburg  Salman Alibhai, World Bank Africa Gender Innovation Lab  Niklas Buehren, World Bank Africa Gender Innovation Lab  Dr. Markus Goldstein, World Bank Africa Gender Innovation Lab  Sreelakshmi Papineni, World Bank Africa Gender Innovation Lab	<b>Organizers</b> Nceku Nyathi, University of Cape Town  Constant D Beugré, Delaware State University David Zoogah, Xavier University  <b>Panel Participants</b> Stella Nkomo, University of Pretoria  Moses Kiggundu, Carlton University  Hamid Kazeroony, Walden University  Constant D Beugré, Delaware State University  David Zoogah, Xavier University  George N. Njenga, Strathmore Business School  Shaun Ruggunan  Nceku Nyathi, University of Cape Town	<b>Organizers</b> Patrick Shulist, Ivey Business School  Nicole Haggerty, Ivey Business School  Konjit Hailu, University of Addis Ababa  <b>Panel Participants</b> Patrick Shulist, Ivey Business School  Nicole Haggerty, Ivey Business School  Konjit Hailu, University of Addis Ababa
1:15 – 2:15 pm	<b>LUNCH BREAK</b> <b>VENUE:</b> Staff Cafeteria, 1 <sup>st</sup> Floor, School of Commerce (New) Building			



**PDWs & Caucus**  
**SATURDAY JANUARY 6<sup>th</sup> 2018**

**Chair**  
**Hamid Kazeroony, Walden University, USA**

2:20pm - 3:20pm	<b>Leadership and Entrepreneurial Capacity Building in Africa (Caucus)</b>	<b>Advancing Knowledge about Public Entrepreneurship in Africa</b>	<b>African Leadership Theory Development for High Performance: Imaging Leadership in Visual Objects and Language</b>
	<b>Organizers</b> Robyn Remke Lancaster University  Cynthia Forson Lancaster University Ghana  Claire Leitch Lancaster University  Valerie Stead Lancaster University	<b>Organizers</b> Jean Kabongo, University of South Florida  <b>Facilitators</b> Jean Kabongo, University of South Florida	<b>Organizers</b> Joseph E. Eyong, University of Bath/UK  <b>Panel Participants</b> Tahiru Liedong, University of Bath, UK  Rovocatus, AMUCTA University College, Tabora, Tanzania  David Sarpong, Brunel University, London  Lawrence Mukete Ngoo, University of Manchester, UK
3:30 – 4:30 pm	<p style="text-align: center;"><b>ALL ACADEMY MEETING</b></p> <p>Venue: Commerce Hall, School of Commerce (New) Building</p> <p>Note: Buses promptly depart for the Conference Hotels at 4:45pm from outside the School of Commerce (New) Building</p>		

## 2018 AFAM Conference Closing Ceremony

**Time: 6.30 pm – 10.00 pm**

**Venue: Golden Tulip Hotel**

**Buses depart promptly from the  
Conference Hotels and School of Commerce (New) Building at 6.00pm.**

# 2018 AFAM Biennial Conference

## Best Papers Winners

### Track 1

#### Entrepreneurship and Small Business

##### Paper Title:

**Delineating African Innovation Hubs from Business Incubators: A Process Perspective**

##### Author:

Nicholas Friederici, University of Oxford, United Kingdom

### Track 2

#### Organizational Behavior and Human Resource Management

##### Paper Title:

**Work-Life Balance Policies, Cognitive Engagement and Perceived Organisational Support: A Multi-Level Analysis**

##### Authors:

Felicity Asiedu-Appiah, Kwame Nkrumah University of Science and Technology, Ghana

David Zoogah, Xavier University, USA

Hannah Vivian Osei, Kwame Nkrumah University of Science and Technology, Ghana

### Track 3

#### Public Policy, Administration of Government, and Non-Governmental Organizations

##### Paper Title:

**Feedback Mechanisms and their Influence on Service Delivery in State Corporations in Kenya**

##### Author:

Damaris Monari, Technical University of Mombasa, Kenya

### Track 4

#### Strategy and International Management

##### Paper Title:

**Innovation-Performance Relationship: The Moderating Role of Market Dynamism**

##### Authors:

Henry Kofi Mensah, Kwame Nkrumah University of Science and Technology, Ghana

Ahmed Ayapong, Kwame Nkrumah University of Science and Technology, Ghana

Yaw Amo Sarpong, Kwame Nkrumah University of Science and Technology, Ghana

### Track 5

#### Social Issues in Management in the Context of Africa

##### Paper Title:

**The Influence of Business Schools on the Ethical Behaviour of Students: A Study of Ghana**

##### Authors:

Obi Damoah, University of Ghana Business School, Ghana

Emmanuel Wiredu Appiah, University of Ghana Business School, Ghana

### Track 6

#### Sustainability and Green Management

##### Paper Title:

**The Role of Stakeholders' Influence on Green Innovation Practice: The Mediating Role of Managers' Environmental Concern**

##### Author:

Hailemickael Deres Mekonnen, Addis Ababa University, School of Commerce, Ethiopia



