



Africa Academy  
of Management



Stellenbosch  
Business School

## 7<sup>th</sup> Biennial Conference of the Africa Academy of Management

January 8-10, 2024

Stellenbosch Business School

Cape Town, South Africa



**Dear Colleagues:**

**Re: Further Extension of Submission Deadline**

Due to a surge in submission enquiries and our goal of encouraging broad participation in our conferences, we have further extended the deadline for submissions to the AFAM 2024 conference from 30<sup>th</sup> May to 30<sup>th</sup> June, 2023. We encourage both AFAM and non-AFAM members to take advantage of the second extension to submit their work for presentation consideration at the conference. This conference will provide a facilitative context for sharing your exciting new research findings, exchange research ideas with colleagues, and explore new research collaborations in the lush and stimulating environment of Stellenbosch Business School.

All submissions should be done through the online submission system which is available on the conference webpage. We also encourage you to sign up to review a maximum of two submissions. Please do not hesitate to contact the undersigned if you have a query about the submission process and/or the conference in general.

Kind regards,

Samuel Aryee

(Email: [s.aryee@surrey.ac.uk](mailto:s.aryee@surrey.ac.uk))

Sherwat Elwan Ibrahim

(Email: [sherwat@aucegypt.edu](mailto:sherwat@aucegypt.edu))

Program Chairs

**Transforming Organizations in the Digital Era:  
Dignity, Justice, and Prosperity in Africa**

Globalization and digitalization are having a transformative effect on the nature and organization of work as organizations strive to adapt to the competitive pressures unleashed by these twin environmental forces. For many organizations, adapting to these pressures has entailed the adoption of new business models as they strategize to explore and exploit the threats and opportunities in the increasingly changed environment. Additionally, digitization has engendered new forms of work organization and altered long standing employment conditions.

In tandem with these adaptive organizational responses, are shifting societal values. For example, the previous prioritization of achievement of organizational goals at the expense of the well-being of individual employees is increasingly being replaced to one that focuses on the sustainable management of employees. These environmental forces particularly digitization has enabled organizations to enhance operational processes, develop innovative products and services, provide high quality jobs for segments of the workforce, and individualization of employment conditions.

Yet, these benefits are counterbalanced by the emergence of a growing number of employees who find themselves in precarious jobs, have limited opportunities for skill development, deteriorating working conditions, and increasingly constitute the working poor.

The theme of this conference “**Transforming Organizations in the Digital Era: Dignity, Justice, and Prosperity in Africa**” is intended to provide a forum for a robust exchange of ideas and sharing of research findings to illuminate our understanding of how organizations in Africa are adapting to the preceding transformative forces of globalization and digitization. Additionally, the conference aims to understand how the nature and contexts of work can be redesigned to foster sustainable management of employees to promote workplace dignity, justice, and prosperity for employees and their communities.

We therefore encourage submission of empirical and conceptual papers that speak to the theme of the conference and explore answers to such questions as:

- How do African organizations conceptualize their environments and the competitive forces that define these environments?
- What strategies are adopted by African organizations to respond to these competitive forces and what are the drivers of these strategies?
- What interorganizational alliances are being forged by African organizations to promote the development of innovative products and services?
- What are the forms of digitalization adopted by African organizations and how are they changing the nature of work organizations?
- Have African organizations embraced corporate entrepreneurship and what are the successful factors?
- What are private-public sector strategies to enhance the competitiveness of African organizations?
- What roles are governments playing in the regulation of employment conditions to minimize the tendency of organizations to reproduce inequalities through their employment practices?
- What new forms of work organizations (e.g cooperatives) have been formed to promote productive activities in rural communities? How are they operated and what are drivers of their effectiveness?
- What role do labor organizations play in protecting the rights of employees as well as their sustainable management?
- What employment practices and work contexts have emerged in African organizations to promote dignity and justice for employees?
- What are the drivers and forms of digitization in the public sector and how are they impacting on operational effectiveness?

## **SUBMISSION TRACKS**

### **Track 1: Entrepreneurship and Small Business**

**Chair:** Constant Beugre, Delaware State University ([cbeugre@desu.edu](mailto:cbeugre@desu.edu))

Entrepreneurship and SME track welcomes both empirical and conceptual papers examining issues relating to emergence, growth, innovation and sustainability in both entrepreneurial, family, and small business research in Africa and a comparative analysis of the African context with other parts of the world.

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

**Chair:** Natasha Winkler-Titus, University of Stellenbosch, South Africa

([natashawt@usb.ac.za](mailto:natashawt@usb.ac.za))

This track welcomes conceptual and empirical papers including all aspects of both organizational behavior and human resource management, preferably in an African context, and a comparative analysis of the African context with other parts of the world.

## **Track 3: Public Policy, Administration and Non-Governmental Organizations**

**Chair:** Jean Kabongo, University of South Florida Sarasota-Manatee, USA

([jkabongo@sar.usf.edu](mailto:jkabongo@sar.usf.edu))

This track encourages conceptual and empirical papers that investigate any aspect of public and non-governmental organizations. The papers may address topics related to any of the following: public governance; public service quality including health administration and management; public management; E-government; public administration and policy; educational leadership; non-governmental organizations; stakeholder engagement; and public-private partnerships.

## **Track 4: Strategy and International Management**

**Chair:** Tahiru Liedong, University of Bath, UK ([T.A.Liedong@bath.ac.uk](mailto:T.A.Liedong@bath.ac.uk))

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 environment with other regions of the world. Papers focusing on supply chain management and technology strategy should also be submitted to this track.

## **Track 5: Social Issues in Management**

**Chair:** Mumbi Maria Wachira, Strathmore Business School ([mwachira@strathmore.edu](mailto:mwachira@strathmore.edu))

The Social Issues in Management track explores the extent to which management research can



be used to address social issues, such as poverty, inequality, healthcare, armed conflict, disputes, sustainable development, and child labor in the African context. We also examine how social issues can integrate the management of ‘unrealistic’ expectations from different social groups including unions, students and teachers.

### **Track 6: Sustainability and Green Management**

**Chair:** Moataz Darwish, American University in Cairo, Egypt ([moataz21@aucegypt.edu](mailto:moataz21@aucegypt.edu))

The Sustainability and Green Management track welcomes conceptual and empirical papers that focus on all areas of sustainability – economic, social, and environmental – in an African context both in the private and public sector. Studies that compare the African context with other regions in the world are also welcome.

### **Track 7: PDW/Caucus/Symposia**

**Chairs:** Lilian Otake-Ebede, University of Liverpool, UK ([l.e.otake@liverpool.ac.uk](mailto:l.e.otake@liverpool.ac.uk))

Loliya Kagher, University of Aberdeen, UK ([loliya.kagher@abdn.ac.uk](mailto:loliya.kagher@abdn.ac.uk))

Submissions can either be a proposal for a structured discussion on a topic of common interest, or a workshop aimed at providing a forum through which conference participants can engage with each other. PDW sessions will not appear in the proceedings. Submissions should describe the activities, goals, and time/equipment required.

### **Track 8: Management Practice**

**Chair:** Obi Berko Damoah, University of Ghana ([obodamoah@ug.edu.gh](mailto:obodamoah@ug.edu.gh))

The Management Practice track welcomes submissions that report or reflect on management practices implemented in Africa-based organizations. Submissions can be evidence-based studies that describe these practices, their implementation, and highlight critical success factors. The objective is to stimulate conversations regarding how to enhance effectiveness of implementing management practices as well as knowledge transfer.

### **Track 9: Teaching and Learning**

**Chairs:** Frances Tuer, McMaster University ([tuerfl@mcmaster.ca](mailto:tuerfl@mcmaster.ca))

Grace Abban-Ampiah, Ghana Institute of Public Administration ([gabban-ampiah@gimapa.edu.gh](mailto:gabban-ampiah@gimapa.edu.gh))

The teaching and Learning track welcomes submissions that examine or conceptualize how management knowledge is taught in Business Schools in Africa. Evidence-based,

experiential, case studies, and other modes of instructions that have generativity potential in the classroom are particularly encouraged. Also encouraged are pedagogical research submissions.

### **Track 10: Doctoral Consortium & Junior Faculty Consortium**

**Chairs:** Hermann Ndofor, Indiana University, USA ([hndofor@iu.edu](mailto:hndofor@iu.edu))

Michael Holmes, Florida State University, USA ([mholmes@business.fsu.edu](mailto:mholmes@business.fsu.edu))

These consortia, which will be held on 7<sup>th</sup> January 2024, are designed to provide ideas, tools, and strategies to be successful in academia by drawing upon the experiences of renowned senior faculty colleagues. Sessions will be structured as roundtable discussions to facilitate additional development and coaching. This is also an excellent way for doctoral students and junior faculty members to become involved in AFAM. These sessions will not appear in the proceedings. Queries about the consortium should be sent to Hermann Ndofor ([hndofor@iu.edu](mailto:hndofor@iu.edu)) or Michael Holmes ([mholmes@business.fsu.edu](mailto:mholmes@business.fsu.edu)).

### **Track 11: All Academy Poster Session**

**Chairs:** Samuel Aryee, University of Surrey ([s.aryee@surrey.ac.uk](mailto:s.aryee@surrey.ac.uk))

Sherwat Elwan Ibrahim, American University in Cairo ([sherwat@aucegypt.edu](mailto:sherwat@aucegypt.edu))

Extended abstracts of empirical and conceptual papers which align with the conference theme will be considered for presentation at the conference. Submissions must not exceed three pages excluding references and appendices.

## **CONFERENCE PROCEEDINGS**

**Proceedings Editor:** Dorothy Mpabanga, University of Botswana, Botswana ([dorothym366@gmail.com](mailto:dorothym366@gmail.com))

Abridged versions of accepted papers may be selected for publication in the Best Paper Proceedings of the Conference. There will be a **best paper award** for 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 <https://www.tandfonline.com/toc/rajm20/current>

## **SUBMISSION GUIDELINES**

Please follow these guidelines and formatting instructions to prepare your paper.

1. Each paper can only be submitted to ONE track. If a proposed idea does not seem to fit any of the tracks described above, authors should contact the Program Co-Chairs: Samuel Aryee (s.aryee@surrey.ac.uk) and Sherwat Elwan Ibrahim, American University in Cairo (email: sherwat@aucegypt.edu). Your submission will be directed to the most appropriate track.
2. All papers and proposals should be submitted electronically via the conference website at [www.africaacademyofmanagement.org](http://www.africaacademyofmanagement.org)
3. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before the AFAM 2024 Conference.
4. The submission portal will open on **February 1, 2023** and close at midnight **May 30, 2023**.

### **ABOUT THE HOST INSTITUTION**

Established in 1964, Stellenbosch Business School was the first business school from an African university to receive the prestigious Triple Crown of international accreditations, reserved for the top 1% of business schools worldwide. The school focuses on post-graduate education with programmes including PG-Dip, specialist masters, MBA, and PhD. Short courses are provided by an executive development arm of the school. Many programmes include a responsible leadership dimension as part of the school's commitment to developing responsible leaders for a better world -- a key differentiator of the school's programmes, research, and social impact activities. There are six research Centres at the school with expertise in Development Finance, Governance, Women and Work, Futures & Foresight, Conflict & Collaboration, and Responsible Leadership. The school also has strong pedigree in entrepreneurship hosting the Global Entrepreneurship Monitor for South Africa and its own Small Business Academy for entrepreneurs in informal settlements across three provinces of the country. Stellenbosch Business School is a member of PRME and a number of alliances of leading business schools including the Council on Business & Society, the EMBA Consortium, and the Global Innovation Challenge.

#### **Early Registration (November 30th, 2023)**

<a href="#">AFAM Members</a>	\$ 350.00
<a href="#">Non-Members</a>	\$ 450.00
<a href="#">AFAM Student Members</a>	\$ 300.00
<a href="#">Accompanying Guest</a>	\$ 200.00

**Late Registration (December 1<sup>st</sup> 2023 to January 4<sup>th</sup> 2024<sup>t</sup>)**

<a href="#">AFAM Members</a>	\$425.00
<a href="#">Non-Members</a>	\$525.00
<a href="#">AFAM Student Members</a>	\$375.00
<a href="#">Accompanying Guest</a>	\$275.00