



Stellenbosch
Business School

7th Biennial Conference of the Africa Academy of Management

January 8-10, 2024

Stellenbosch Business School

Cape Town, South Africa



"Advancing Knowledge and Research in Africa"

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 digitilization 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)


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)

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)

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)

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)

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)



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)

Loliya Kagher, University of Aberdeen, UK (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)

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)

Grace Abban-Ampiah, Ghana Institute of Management and Public Administration (gabban-ampiah@gimpa.edu.gh)

The T & L track welcomes submissions about business schools and business school education in Africa. Macro-level submissions might look at the role of the business school e.g., how do business schools contribute to dignity, justice, and prosperity in Africa? At the micro level, the focus is more on curriculum design and delivery either across courses in an African degree program or in individual courses taught at an African



business school. Curricular topics could include student engagement, educational technology, learning materials, learning objectives, learning activities, and learning assessment, inclusive education, academic integrity/dishonesty, and so on. Submissions can be conceptual papers, empirical papers or work-in-progress papers and preliminary proposals for teaching/learning research for which you would like friendly feedback to help move the work forward.

Track 10: Doctoral Consortium & Junior Faculty Consortium

Chairs: Hermann Ndofor, Indiana University, USA (hndofor@iu.edu)

Michael Holmes, Florida State University, USA (mholmes@business.fsu.edu)

These consortia, which will be held on 7th 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) or Michael Holmes (mholmes@business.fsu.edu).

Track 11: All Academy Poster Session

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

Sherwat Elwan Ibrahim, American University in Cairo (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)

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, University of Surrey** (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
3. Submitted papers must **NOT** have been previously published and if under review, must **NOT** appear in print before the **AFAM 2024 Conference**.
4. Paper submissions will be blind reviewed. Authors should therefore remove all author-identifying information, including acknowledgements from the text, and document properties.
5. The paper (title page, abstract, main text, figures, tables, references, etc) must be in one document created in a PDF format.
6. The maximum length of a paper must be 40 pages (including tables, appendices and references). The paper format should follow the Africa Journal of Management's style guide)
7. No changes in the paper title, abstract, authorship, and actual paper can occur **after** the submission deadline
8. Once a submission is accepted, all panelists in a PDW/Caucus/Symposia, and at least one author of a co-authored paper must register for the conference. Otherwise their submissions will not be included in the **Conference Program or Proceedings**.
9. Those submitting work to the conference are expected to serve as reviewers. They are to register both as author and reviewer on the conference website.
10. The submission portal opens on **February 15, 2023** and closes at midnight **April 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.

