



# Africa Academy of Management Newsletter

## **AFAM Mission:**

**To foster the general advancement of knowledge and scholarship in the theory and practice of management among scholars. As well as Academics interested in management or organisation issues in Africa**

### **2023 AFAM conference in Cairo, Egypt.**

We are excited about preparations for the 2023 AFAM conference in Cairo, Egypt. The Executive Committee and the Local Organizing Committee have been working diligently to ensure our 6<sup>th</sup> Biennial conference follows in the best tradition of our conferences-intellectually engaging while providing excellent opportunities for building career-related relationships.

As papers are the lifeblood of conferences, we have decided to extend the paper submission deadline. This is necessary to allow members to polish their papers and submit them by the extended deadline of May 30 2022. We hope many of you will take advantage of the revised deadline to submit your papers.

To the general community of African Management Scholars, we want to inform you of the creation of the Centre for Research on Africa and the African Diaspora (CRAAD).

CRAAD is a research centre whose members constitute the broad collective of African Scholars in Universities in the diaspora. Initially registered in the UK, we set up regional offices in West and Central Africa.

The centre seeks the following key objectives:

- Act as an independent civil society organisation dedicated to developing African Scholars, African Universities and African knowledge capital.
- Encourage, support and initiate research culture and research output in African Universities.
- Present as a link between Africa-based scholars, African scholars and institutions abroad.
- Recognise teaching excellence and higher education professional status in Africa through professional teaching awards (Associate, Fellowship and Senior Fellowship).
- Support curriculum development and higher education teaching excellence and professional training in Africa.
- Assist African Universities in building collaboration and student/programme exchange partnerships with International Universities.
- Provide representation and fronting for African Universities and businesses in the global knowledge academic spaces.

The health section of CRAAD will support health-related research and raise funds to stock up rapid and early response capacity against future epidemic outbreaks. For more information, visit the CRAAD website: <http://www.craadglobal.com> Contact Dr Joseph Eyong - Interim Co-Chair [Email: info@cradglobal.org](mailto:info@cradglobal.org) Call us or send us a WhatsApp message on 00447931199609.



### **In this Issue**

**Cover Page:**

*2023 AFAM conference in Cairo, Egypt.*

**Page 2:**

*Message from AFAM President.*

**Page 3**

*Call for Papers*

**Page 4-10**

*Conferences*

**Page 10**

*Scholarships/Waivers Call for Applications*

**Page 11**

*Africa Journal of Management: Sustainability and Global Value Chains in Africa*

**Page 12**

*New from The Case Centre*

**Page 13:**

*Research Articles: Africa Journal of Management*

**Page 14:**

*Book Call, and AFAM members Publication and News*



**David B. Zoogah, PhD**  
**President,**

April, 2022

Dear AFAM Family,  
Greetings!

I want to take the opportunity of this newsletter to share with you some critical information. But, before that, let me plead with you to keep yourself safe and healthy. As we all matter to each other; the first substantial piece of information is that our submission system for the 2023 Biennial Conference in Cairo, Egypt, is open. As you may have received the notice, the deadline for submission was extended to May 31<sup>st</sup>. So, I hope it offers more time for you to prepare your submissions. It has been a long time since we met as a family.

The **face-to-face conference** in Cairo, Egypt, the land of the pyramids, will be an excellent place for us to reflect on African Management Theory. The theme, **Management Praxis in the African Context: Sustainability, Responsibility, and Ethics**, seems fitting in this period of grand challenges, apparent irresponsibility, and relatively heightened unethically. As indicated in my January letter and specified in the call for papers, scholarly, practitioner, professional development, and caucuses submissions are all welcome. So, please encourage all your friends and networks to participate in the conference and join AFAM.

The second piece of information is that the Executive of AFAM voted to 'return' to our even year conferences by having our **2024 Conference** in Stellenbosch University. Stellenbosch hosted our 2021 conference and, consistent with our tradition, was voted by the Executive Team to host the 2024 biennial conference. We have begun discussions with Stellenbosch for a meaningful forum. The executive team would be delighted to have you involved in the forum more actively.

Third, we are soliciting institutional hosts for our **2026 biennial conference**. An announcement to that effect will soon be distributed by the subcommittee responsible for that. We hope your school will consider hosting this conference, mainly if you are in Eastern or Central Africa. As you know, AFAM has the tradition of moving around the continent unless we encounter constraints. On behalf of the executive team of AFAM, thank you for your membership and participation in our activities. We can't wait to be with you in Cairo, Egypt, come January 2023.

Yours truly,

David B. Zoogah, PhD

President,

Africa Academy of Management (AFAM)

<https://www.africaacademyofmanagement.org>

**2022 OMT Global PDW**  
**Doing Organizational Research Around the World: Opportunities and Challenges**  
**Call for Papers**

**Where:** AOM 2022

**When (Application deadline):** May 15, 2022 – **LIMITED SEATS**

**How?** Submit a 4000-word research proposal by email: [aomomtglobal@gmail.com](mailto:aomomtglobal@gmail.com)

The Organization & Management Theory Division is hosting the “Global PDW” for the fifth consecutive year at the 2022 Annual Meeting of the Academy of Management. The objective of the workshop is (1) to expand the organization and management theory scholarship from global perspectives, with questions, issues and practices based on alternative cultural and historical backgrounds; (2) to obtain high quality and specific feedback on research based on international settings, from experienced mentors; and (3) to discuss common challenges and opportunities of planning, to implement, and to publish high-quality organizational research using international settings.

This PDW is sponsored by OMT and supported by regional organizations in a spirit of global collaborations: Africa Academy of Management, Asia Academy of Management, Iberoamerican Academy of Management, and Japanese Academic Association for Organizational Science.

Our panellists and mentors are scholars that have successfully conducted organizational research using data from around the world, including “non-traditional” / international locales. The participants will also get a chance to get feedback on their research in a small group setting, exchange with peers, interact with mentors and receive feedback from them either individually or in tiny groups.

This PDW is interactive. While many participants are likely to be attending in person, we may also consider hybrid options to facilitate the participation of those who are unable to travel.

The panellists for the workshop this year include:

Name	University
Andrew Spicer	University of South Carolina
Anna Kim	McGill University
Baniyelme Zoogah	Xavier University
Christina L. Ahmadian	Hitotsubashi University
Christopher B. Yenkey	University of South Carolina
Chuck Eric Easley	Stanford
Dalhia Mani	Indian Institute of Management Bangalore
Dan Lerner	IE Business School
Daniel Hjorth	Copenhagen Business School
Eric Quintane	ESMT Berlin
Gregoire Croidieu	EMLYON Business School
Hitoshi Mitsuhashi	Waseda University
Jochem Kroezen	University of Cambridge
Jordan Siegel	University of Michigan
Maria Jose Murcia	IAE Business School - Argentina
Mukta Kulkarni	Indian Institute of Management Bangalore
Pablo Fernandez	IESE Business School
Rajiv Kozhikode	Simon Fraser University
Robin Holt	Copenhagen Business School
Ruth V. Aguilera	Northeastern University
Shige Makino	Kyoto University
Sun Hyun Park	Seoul National University
Suresh Bhagavatula	Indian Institute of Management Bangalore
Takahiro Endo	University of Victoria
Tal Simons	Erasmus University
Tao Wang	Kyoto University
Vibha Gaba	INSEAD
Yujin Jeong	American University

**Submission Guidelines:** We encourage you to apply if you have research that uses a setting outside North America and your analysis focuses on organization and management theory-related topics. We encourage you to apply if you are intrigued by the challenges, joys, and tribulations of conducting research in “non-traditional” locales. Finally, if you are based in an international and non-traditional location, we encourage you to apply.

To facilitate close personal engagement and feedback from the mentors, space for this consortium is limited, and participation is by invitation only.

Please submit a research proposal of an unpublished study based in an international / “non-traditional” setting to be considered for the PDW. The research proposal should not exceed 4,000 words (including tables, figures, and references). In addition, it should have a clear description summarising the research question, findings, and theoretical and substantive contribution.

Please [email](mailto:aomomtglobal@gmail.com) your abstract by May 15, 2022. We look forward to meeting you in Seattle.



**6th Biennial Conference of the Africa Academy of Management January 8-10, 2023**

**The German University in Cairo Cairo,  
Egypt**

***Management Praxis in the African Context: Sustainability, Responsibility and Ethics***



As we usher in a new decade, our nations, institutions, and communities face grand challenges that include the impact of climate change, corruption, poor governance, persistent inequality, and political instability, which collectively define the context of management education and practice.

In considering the theme of management praxis through the lens of sustainability, responsibility, and ethics, we aim to explore answers to questions such as:

- What role does management education play in preparing responsible and ethical leaders?
- How are African institutions and organizations responding to and preparing for the realities and challenges of climate change and other grand challenges?
- How can African countries and communities become resilient in the volatile, uncertain, and complex environment in which we live?
- How are different types and sizes of businesses in the continent responding to and mitigating climate change? How are they engaging their various stakeholders in their sustainability efforts?
- In what ways can leadership development help to prepare responsible, ethical leaders?
- How are sustainability and ethics reflected in public policies in Africa? How can public policy initiatives advance sustainability in management education and practice in the continent?
- What is the role of African leaders and managers in addressing inequalities based on gender, ethnicity, class and sexual orientation? How can management help governance in Africa through leadership, values, ethics, and culturally-appropriate practices to transform the African enterprise?

The conference will be organized around the following tracks:

- Organizational Behavior and Human Resource Management
  - Strategy and International Management
  - Entrepreneurship and Small Business
  - Social Issues in Management
  - Sustainability and Green Management
  - Management Practice
  - Public Policy, Administration and Non-Governmental Organizations.
- All-Conference Theme

## Submission Tracks

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

**Chair:** Brett Anitra Gilbert, American University, USA ([bgilbert@american.edu](mailto:bgilbert@american.edu))

The Entrepreneurship and SME track welcome empirical and conceptual papers examining issues relating to the emergence, growth, innovation, and sustainability in 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:** Bella Galperin, University of Tampa, USA ([bgalperin@ut.edu](mailto:bgalperin@ut.edu))

This track welcomes conceptual and empirical papers including all aspects of organisational behaviour 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 Organisations**

**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 organisations. The articles may address topics related to any of the following: public governance; public service quality, including health administration and management; general management; E-government; public administration and policy; educational leadership; non-governmental organisations; stakeholder engagement; and public-private partnerships.

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

**Chairs:** 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 world regions. Papers focusing on supply chain management and technology strategy should be submitted to this track.

**Track 5: Social Issues in Management**

**Chair:** Raghda Mohamed Mamdouh El-Ebrashi, German University in Cairo, Egypt ([raghda.elebrashi@guc.edu.eg](mailto:raghda.elebrashi@guc.edu.eg))

The Social Issues in Management track explores how management research can be used to address social issues, such as poverty, inequality, healthcare, armed conflict, disputes, sustainable development, and child labour 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:** Ali Awni, American University in Cairo, Egypt, ([ahawni@aucegypt.edu](mailto:ahawni@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 sectors. Studies that compare the African context with other regions in the world are also welcome.

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

**Chair:** Mohamad Saad, German University in Cairo, Egypt ([mohamad.saad@guc.edu.eg](mailto:mohamad.saad@guc.edu.eg)) 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**

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

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



### **Track 9: Doctoral Consortium & Junior Faculty Consortium**

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

Amanuel Tekleab, Wayne State University, USA ([atekleab@wayne.edu](mailto:atekleab@wayne.edu))

These consortia, which will be held on January 7 2023, are designed to provide ideas, tools, and strategies to succeed 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 [hndofofor@iu.edu](mailto:hndofofor@iu.edu) or Amanuel Tekleab [atekleab@wayne.edu](mailto:atekleab@wayne.edu)

### **CONFERENCE PROCEEDINGS**

**Proceedings Editor:** Dorothy Mpabanga, University of Botswana, Botswana

[dorothym366@gmail.com](mailto:dorothym366@gmail.com)

Accepted papers may be published in the Best Paper Proceedings of the Conference. In addition, there will be the **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. However, suppose a proposed idea does not seem to fit any of the tracks described above. In that case, the authors should contact the **Program Co-Chairs: Samuel Aryee** ([s.aryee@surrey.ac.uk](mailto:s.aryee@surrey.ac.uk)) and **Lilian Otake-Ebede**, University of Liverpool Management School (email: [L.E.Otake@liverpool.ac.uk](mailto:L.E.Otake@liverpool.ac.uk)). 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 2023 Conference.



4. Paper submissions will be blind reviewed. Authors should therefore
5. remove all author-identifying information, including acknowledgements from the text and document properties.
6. The paper (title page, abstract, main text, figures, tables, references, etc.) must be in one document created in a PDF format.
  - 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 (APA Style Guide 6<sup>th</sup> Edition) (<https://www.tandfonline.com/action/authorSubmission?show=instructions&journalCode=rajm20>).
7. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin.
8. Number all the pages of the paper.
9. No changes in the paper title, abstract, authorship, and actual paper can occur **after** the submission deadline.
10. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.
11. Submissions will be made online on the AFAM 2022 conference website from **January 30, 2022 - to April 30, 2022. THE SUBMISSION DEADLINE HAS NOW BEEN EXTENDED TO MAY 30, 2022.**
12. Only submissions in English will be accepted for review.
13. Once a submission is accepted, all panellists and one author of each co-authored paper must register for the conference by **September 30, 2022**; if authors/panellists do not note that their submissions will not be included in the Conference Program or Proceedings by the deadline.
14. **RULE OF 3:** A participant may be listed as an author or co-author on up to 3 submitted papers.
15. Those submitting are to serve as reviewers and invited to register as authors and reviewers.

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

***The tentative conference schedule is as follows:***

Paper, Symposia, and PDW Submissions– May 30, 2022

Notification of Acceptance – July 30, 2022

Proceedings Submission: August 30, 2022

**ENQUIRIES**

Enquiries about the conference may be directed to the following:

**Program Co-Chairs: Samuel Aryee** ([s.aryee@surrey.ac.uk](mailto:s.aryee@surrey.ac.uk)) and **Lilian Otaye-Ebede** (L.E. [Otaye@liverpool.ac.uk](mailto:Otaye@liverpool.ac.uk))

*Local Organizing Committee (German University in Cairo): Ahmed Amin* ([ahmed.aminmohamed@guc.edu.eg](mailto:ahmed.aminmohamed@guc.edu.eg)), *Nancy Bouchra* ([nanacy.bouchra@guc.edu.eg](mailto:nanacy.bouchra@guc.edu.eg)), *Hania Morsy* ([hania.morsy@guc.edu.eg](mailto:hania.morsy@guc.edu.eg))

**Scholarships/Waivers Call for Applications**

We want to help!

At the Critical Management Studies Division, we believe that economic privilege should not dictate academic progress. Nevertheless, we acknowledge the inequalities exacerbated by the ongoing COVID-19 pandemic and understand the direct consequence this has had on PhD students and early career academics.

We offer several scholarships/waivers to support CMS Division members attending the 2022 Academy of Management Annual Meeting. In addition, we prioritise members who contribute to our division by presenting papers, serving as discussants and attending CMS PDWs. So, if you have an article accepted and are following our PDWs and need help, please let us know!

To learn more about the details and requirements, please click [here](#). Also, do not forget to fill out the online Scholarship/Waiver Application if you are eligible to apply.

Please do not hesitate to contact Arturo E. Osori at Critical Management Studies Division [CMS@aom.org](mailto:CMS@aom.org) if you have any further questions.

# Africa Journal of Management



Volume 8, 2022

## “Sustainability and Global Value Chains in Africa”

Sustainability and Global Value Chains are two critical topics that may seem rarely discussed in management in Africa. But it is there where most impact and advances in management research are needed! Have a look at the latest research and a proposed framework for future study on this matter in the Africa Journal of Management's first issue in 2022

<https://www.tandfonline.com/toc/rajm20/8/1>

showcases from the circular economy to African multinationals; from industrial policies to supplier capability development. Thanks to the Academy of Management and International Forum on Sustainable Value Chains (ISVC) for hosting and promoting this research. We look forward to the conversations with you!

Joerg Hofstetter, Anita McGahan, Brian S. Silverman,  
Baniyelme David Zoogah



If you have news to share with AFAM Members, please email: Dr. Nceku Nyathi [Nceku.Nyathi@rhul.ac.uk](mailto:Nceku.Nyathi@rhul.ac.uk)  
Royal Holloway, University of London.  
School of Business and Management  
AFAM Communications Chair

## New from The Case Centre



**case centre**

### Case teaching scholarships

Scholarships for new case teachers include:

- a free place on an online case teaching workshop
- a review of one of the recipient's case teaching sessions by a workshop tutor
- an exclusive online session with an expert case teacher
- a range of curated case teaching articles and books.

Apply by 1 July 2022 at:  
[www.thecasecentre.org/CTscholarships](http://www.thecasecentre.org/CTscholarships)

### Case Teaching scholarships - Apply by 1 July 2022

Applications are now open for our 2022 Case Teaching scholarships!

Find further details on how to apply at: [www.thecasecentre.org/CTscholarships](http://www.thecasecentre.org/CTscholarships)

As part of our mission to support and inspire case method practitioners, we offer five Case Teaching Scholarships each year to individuals who are new to case teaching. The benefits include:

- a free place on an online case teaching workshop
- a review of one of the recipient's case sessions by a workshop tutor
- an exclusive online session with an expert case teacher
- a range of curated case teaching articles and books.

If you have any further questions, please get in touch with Hazel Walker at [hazel@thecasecentre.org](mailto:hazel@thecasecentre.org)

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# Africa Journal of Management



**Africa Journal of Management, Volume 8, Issue 1 (2022)**

**AFAM members could submit manuscripts for potential publication.**

Sustainability and global value chains in Africa: Introduction to the Special Issue  
Joerg S. Hofstetter, Anita M. McGahan, Brian S. Silverman & Baniyelme D. Zoogah  
Pages: 1-14  
Published online: 20 Jan 2022  
[Abstract](#)|[Full Text](#)|[References](#)|[PDF \(1351 KB\)](#)|[EPUB](#)|

The product space, sustainability, and GVC oriented industrial policies: The case of iron and steel in the SACU  
W.G. Bam & K. De Bruyne  
Pages: 15-35  
Published online: 26 Dec 2021  
[Abstract](#)|[Full Text](#)|[References](#)|[PDF \(2385 KB\)](#)|[EPUB](#)|

Developing sustainable supply chains: Evidence from entrepreneurship training in Ethiopia  
Garrick Blalock, Bourcard Nesin & Andrew M. Simons  
Pages: 36-58  
Published online: 01 Feb 2022  
[Abstract](#)|[Full Text](#)|[References](#)|[PDF \(1718 KB\)](#)|[EPUB](#)|

The emergence of GVCs for frontier markets: Insights from the African mobile telecommunications industry  
Mohammad Jahanbakht & Romel Mostafa  
Pages: 59-82  
Published online: 06 Jan 2022  
[Abstract](#)|[Full Text](#)|[References](#)|[PDF \(1799 KB\)](#)|[EPUB](#)|

Trade and sustainability: Three decades of change across Africa  
Christopher B. Yenkey & Nathaniel R. Hill  
Pages: 109-142  
Published online: 06 Jan 2022  
[Abstract](#)|[Full Text](#)|[References](#)|[PDF \(2646 KB\)](#)|[EPUB](#)| #  
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## AFAM Members Publication News



AFAM member Phil Mirvis has a new book, [\*How to Do Relevant Research: From the Ivory Tower to the Real World\*](#) (with Sue Morhman and Chris Worley). It describes a “sweet spot” where organisational research joins theory and practice, rigour and relevance to reach academics and practitioners with your research: case studies, stories, how-to examples, hands-on stuff.

Discounts for academics available at <https://www.e-elgar.com/shop/usd/how-to-do-relevant-research-9781788119399.html>

If you have news to share with AFAM Members, please email: Dr. Nceku Nyathi [Nceku.Nyathi@rhul.ac.uk](mailto:Nceku.Nyathi@rhul.ac.uk)  
Royal Holloway, University of London. School of Business and Management AFAM Communications Chair

**Prof Lilac Nachum** from the International Business Baruch College, City University New York  
[www.Linkedin.com/in/lilacnachum](https://www.linkedin.com/in/lilacnachum)

*Prof Lilac Nachum is spending the 2022 academic year as a Fulbright Scholar to Africa, hosted by the Nairobi-based Strathmore Business School, studying the export behaviour of Kenya's flower growing firms and the participation of African firms in global supply chains.*

**Call for abstracts: Equality, Diversity, and Inclusion Conference 2022**

### **Conference Chairs:**

#### **Professor Kurt April**

Allan Gray Chair  
Director of the Allan Gray Centre for Values-Based Leadership, Graduate School of Business, University of Cape Town

#### **Professor Ines Meyer**

SARChI Chair: Creation of Decent Work & Sustainable Livelihood  
Section of Organisational Psychology, School of Management Studies, Faculty of Commerce, University of Cape Town

This is the official call for abstracts for EDI 2022. Submissions are invited which consider aspects of disruption related to the [conference streams](#) listed below.

If you wish to present at the conference, please register on the [EDI Conference website](#) and follow the [guidelines for submitting a paper](#).