



## **Africa Academy of Management (AFAM)**

**Globalization, Pan-Africanism, and the African Business Climate**

# **5th Biennial Conference**

**January 8-11, 2020**

**Hosted By: Lagos Business School,  
Pan-Atlantic University**

**Lagos, Nigeria**



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## **Conference Program**



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# Welcome!

Dear Delegates,

Welcome to the 5<sup>th</sup> Biennial Conference of the Africa Academy of Management in Lagos, Nigeria, the largest economy in Africa. Consistent with the theme of this year's conference "Globalization, Pan-Africanism, and the African Business Climate", the Africa Academy of Management (AFAM) 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, Junior Faculty/Doctoral Consortium, and Experiential Trips. 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 some of which have managed to dominate the continent with their products. In addition, the city of Lagos and Lagos Island offer several attractions that you can enjoy. Nigerian cuisine has a world-class reputation and Lagos offers a variety of eating outlets.

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, the African Faculty Development (AFD) Workshops 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 Nigeria and particularly the vibrant city of Lagos, which has a long history dating back to colonial times.

**Benson Honig**  
McMaster University, Canada

**Moses Acquah**  
University of North Carolina at Greensboro, 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 four (4) Africa Faculty Development Workshops (AFDWs) in Egypt, Ghana, Rwanda, and South Africa:

- 2019 AFDW was held at the School of Business at The American University in Cairo, Egypt. The workshop was partially sponsored by the AACSB. Twenty-three (23) junior faculty and doctoral students participated in the workshop.
- 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 have launched a new initiative, **Africa Journal of Management (AJOM) Fellowship Program**. The AJOM Fellowship Program aims to match a promising young scholar from Africa with a mentor to work on joint research. The first sponsor of this Fellowship Program is the University of Wisconsin at Whitewater, USA, in 2017 and the second sponsor is McMaster University in Canada in 2019. 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! We also have the **Stella Nkomo Junior Faculty Award** given to an African Junior Faculty who has published a high-quality paper in AJOM within the past year. The candidate is selected by the AJOM editorial team.

## 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 ([www.africaacademyofmanagement.org](http://www.africaacademyofmanagement.org)) to learn more about the organization.**

# The Africa Academy of Management (AFAM) Awards

Award	Description
<b>Emerald Africa Academy of Management Trailblazer Award</b>	<p>The <b>Emerald Africa Academy of Management Trailblazer Award</b> was set up by the Africa Academy of Management (AFAM) to recognize a scholar of the academy who has taken a leadership role in the promotion of and advancement of scholarship and/or teaching on management in Africa. Candidates of the academy should have distinguished themselves not only in making a significant contribution to organizational phenomena in Africa using scientific methods but also in the development and improvement of research and teaching of management in organizations in Africa. Actions that may indicate “trailblazing” behavior include exemplary research contributions to knowledge about management issues in Africa; moving forward a content-related journal or scholarly series or advancing management education through an innovative, novel intervention.</p>
<b>The Stella Nkomo Junior Faculty Award</b>	<p>This award, named, Stella Nkomo Award for Best Paper published in the Africa Journal of Management by a Junior African Scholar, is intended to honor Prof. Stella Nkomo, the first President of the Africa Academy of Management (AFAM). It was established at the 4th Biennial Conference in Addis Ababa, Ethiopia. The Stella Nkomo Award for the Best Paper by a Junior African Scholar, henceforth (SNABJAS) will be selected by the Editor-in-Chief and his team each calendar year beginning in 2018.</p>
<b>The AJOM Fellowship Award</b>	<p>The Africa Journal of Management (AJOM) Junior Faculty Fellowship is awarded annually to a qualified junior (early career) Faculty member from an Africa-based university to attend the Academy of Management (AOM) annual conference or other appropriate international conference to present a paper co-authored with a senior academic from an international business school. The Fellowship seeks to assist a junior (early career) academic at an Africa-based university who has published in the Africa Journal of Management (AJOM) or presented a paper at Africa Academy of Management (AFAM) to undertake collaborative research with a senior academic through a mentorship relationship. The goal of the collaboration is a co-authored conference paper presentation and at least one journal article.</p>



## About Our Hosts: Lagos Business School, Pan-Atlantic University

Lagos Business School (LBS) is the graduate business school of Pan-Atlantic University (formerly Pan-African University). LBS offers academic programs, executive programs and short courses (customized to specific company needs, as well as open-enrolment courses) in management and other business disciplines. Its offerings have been ranked among the best in Africa as it systematically strives to improve the practice of management on the continent. The business school's efforts have been recognized by several world-class accreditations and rankings. Lagos Business School is one of the few business schools in Africa to be accredited by The Association to Advance Collegiate Schools of Business (AACSB) International. Besides the quality bar set at world-standards, LBS programs also stand out because of the emphasis on professional ethics and service to the community.







## CONFERENCE REGISTRATION

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

## REGISTERED ATTENDEES DISTRIBUTION BY REGION

REGION	NUMBER	PERCENTAGE
Africa	75	49.7
North America	52	34.4
Europe	18	11.9
Asia-Pacific	6	4.0
<b>TOTAL</b>	<b>151</b>	<b>100</b>

- The attendees come from 18 different countries.
- The attendees represent 93 institutions, companies and firms.



# AFAM Executive Committee

**David B. Zoogah: President**

Xavier University, USA

**Moses Acquah: Vice President**

University of North Carolina at Greensboro, USA

**Faith Ngunjiri: Secretary**

Concordia College, USA

**Eileen Kwesiga: Treasurer**

Bryant University, USA

**Stella M. Nkomo: Immediate Past President**

University of Pretoria, South Africa

**Nceku Nyathi: Website and Communications Coordinator**

De Montfort University, UK

**Elham Metwally: Executive Member at Large**

The American University in Cairo, Egypt

**Abeba Mengistu: Executive Member at Large**

University of Addis Ababa, Ethiopia

**Judy Muthuri: Membership Coordinator**

Nottingham University Business School, UK

**Benson Honig: Funding Coordinator & Program Co-Chair**

McMaster University, Canada

**Dorothy Mbapanga: Executive Member at Large**

University of Botswana, Botswana

**Samuel Aryee: Executive Member at Large**

University of Surrey, UK

**Amanuel Tekleab: External Liaison**

Wayne State University, USA

# AFAM Conference Program Committee

**Benson Honig, Co-Program Chair**

McMaster University, Canada

**Moses Acquah, Co-Program Chair**

University of North Carolina at Greensboro, USA

**Eileen Kwesiga**

Bryant University, USA

**Dorothy Mbapanga**

University of Botswana, Botswana

**Elham Metwally**

The American University in Cairo, Egypt

**Samuel Aryee, Best Paper Proceedings Editor**

University of Surrey, UK

## Local Host Committee at Lagos Business School, Nigeria

**Chris Ogbechie: Chair**

**Omotayo Muritala**

**Yetunde Anibaba**

**Joy Lawal**

**Oreva Atanya**

**Aderayo Bankole**

**Toluwalope Omoyeni**

**Ogechi Judi-Emezuom**

**Catherine Ogbemudia**

**Innocent Aisuan**

**Cosmas Okeke**

**Oladapo Ogundeji**





# AFAM 2020 Conference Track Chairs

## Track 1: Entrepreneurship and Small Business

**Brett Anitra Gilbert**  
American University, USA

## Track 2: Organizational Behavior and Human Resource Management

**Bella Galperin**  
University of Tampa, USA

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

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

## Track 4: Strategy and International Management

**Tahiru Liedong**  
University of Bath, UK

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

**Augustine Lado**  
Clarkson University, USA

## Track 6: Sustainability and Green Management

**Chris Ogbechie**  
Lagos Business School, Nigeria

## Track 7: Management Practice

**Olayinka David-West**  
Lagos Business School, Nigeria

## Track 8: PDW/Symposia

**Hamid Kazeroony**  
Walden University, USA

## Doctoral Consortium & Junior Faculty Consortium

**Hermann Ndofor**  
Indiana University, USA  
&  
**Amanuel Tekleab**  
Wayne State University, USA

# Nigeria at a Glance

Nigeria traces its recent history to the amalgamation of the British protectorates of North and South Nigeria in 1914. It became an independent country on October 1, 1960 and having gone through several years of military coups and dictatorships, and one major civil war, it is now a democratic nation made up of a very determined and resilient group of people. Home to a diverse people consisting of over one thousand, one hundred and fifty (1150) different ethnicities and dialects, it is the most populous country in Africa with a population of over 200 million people. Nigeria is located in the West African region and shares borders with Niger in the North, Chad in the Northeast, Cameroun in the East, and Benin in the West. It is, however, its coastal South, located on the Gulf of Guinea in the Atlantic Ocean, which makes it an important economic hub for neighbouring countries.

It is very unlikely that there is a country in the world, which does not play host to a Nigerian. It is often said among Nigerians that one will find a Nigerian in the North Pole if there was potential for one form of advancement or the other, especially in terms of education and business. Nigerians are very social, hospitable and entrepreneurial individuals. The dominant ethnic groups and cultures include the Yoruba known for high levels of educational aspirations and attainment, and 'Owambes' (large, grandiose parties), Igbos known for business and trade, and the Hausas for cattle rearing, agriculture and governance, but these are just the general stereotypes coined out of a vast number of cultures and their unique characteristics. While there is a diversity of ethnic and cultural groups, you would be hard-pressed to find a Nigerian in the urban area that did not speak the English language (the country's official language) or its local variant known as 'pidgin' (Nigeria's Creole).

Apart from the unique characteristics of the Nigerian, it is no news that the country is blessed with immense natural resources including crude oil, natural gas, gold, tin ore, silver, coal, iron and other renewable and non-renewable resources in abundance, making it for many years, one of the highest recipients of foreign direct investment on the continent. Nigeria also features beautiful landscapes, waterfalls and ancient hills, including two UNESCO world heritage sites – the Sukur Cultural Landscape in the Northeast and the Osun-Oshogbo Grove in the West, and 13 other sites on the tentative list. Others include the Ikogosi warm springs, extinct volcanoes and mountains in the middle-belt state of Plateau, hills and caves in the eastern state of Enugu, and the Obudu Mountain Resort in Cross River state among others. More information can be found here: <https://fmic.gov.ng/culture/tourism/>.

While Nigerian cuisine is characteristically spicy, it reflects the nation's ethnic and cultural diversity. Popular staples include cassava-based garri and fufu, yam, rice, maize and beans meals; as well as soups such as egusi, edikaikong, afang, okro, ewedu and other vegetable-based delicacies. Nigerians also love their meats including chicken, beef, mouton and to lesser extent pork, as well as a variety of fish. A very popular breakfast staple is bread and eggs or just bread with butter or margarine, which is favoured largely for its convenience.

The social nature of Nigerians is reflected in the music, clothing and recreational activities. Nigerians have produced popular musicians such as Fela Kuti, King Sunny Ade, Wizkid, Burna Boy and so on. Nigeria's Nollywood is also among the top three largest movie industries in the world alongside America's Hollywood and India's Bollywood and has become arguably Nigeria's largest cultural export along with its music. Nigerians generally wear colourful attires such as the Ankara and other print fabrics that have now become popular on the global fashion scene, opulent and conspicuous accessories, as well as elaborate headgears, especially to parties. However, workwear still reflects colonial influence, is generally conservative and includes classic western outfits – suits, shirts, and so on.



# Recommended Places to Visit in Lagos

## Lekki Conservation Centre

Lekki Conservation Centre (LCC) was established in 1990 by the Nigerian Conservation Foundation (NCF). It has grown to be one of Africa's prominent and most-diverse urban Nature Parks due to its high species richness. It covers approximately 78 hectares of land area, extending from kilometer 19 along the Lagos-Epe Expressway and ends up a very close distance to the Atlantic Ocean near Okun Ibeju Village, Eti-Osa Local Government Area in the Eastern district of Lagos State. LCC can be accessed through the Lagos-Epe Expressway. Widely acclaimed as an icon of nature conservation and pearl of ecotourism, LCC represents the flagship project of NCF for the preservation of the unique biodiversity, scenic, natural, scientific and recreational values of the coastal environs of the south-western Nigeria.

## Lufasi Nature Park

**Lekki Urban Forest and Animal Sanctuary Initiative (LUFASI)** is an urban forest park that sits on 20 hectares of land on the Lekki – Epe Express Way. This area was a patch of pristine coastal rain forest that has been protected since the Lekki Peninsula development started over 25 years ago. It contains some of the last populations of the endangered Ekki "Iron Wood" tree (*Lophira alata*), the critically endangered Hooded Vulture (*Necrosyrtes monachus*) and the Great Hornbill (*Buceros bicornis*).

Source: <https://ekocityguide.com/lufasi-park>

## Nike Art Gallery

A magnificent five-storey building coated in spotless white, standing high and proud in its environs. Nike's Art Gallery tells its story from the outside. The fence of the compound is adorned with rare marbles, while its walls are covered in different artistic inscriptions and drawings. You immediately feel a deep sense of awe once you walk through its colourfully tattooed black gates. This historical abode ranks high in the list of bedazzling Lagos destinations.

## Terra Kulture

Terra Kulture Arts and Studios Limited (formerly Terra Kulture Limited – The Nigerian Cultural Centre) is an educational and recreational organization set up in 2003 to promote the richness and diversity of Nigerian languages, arts and culture.

Source: <https://www.terrakulture.com/about-us>

## Yemisi Shyllon Museum of Art - Pan-Atlantic University

Situated on a grassy site within the campus of the University, the 900sqm museum will host over a 1000 works of Yemisi Shyllon's vast art collection which includes over 7,000 artworks of sculptures, paintings and other media, as well as over 55,000 photographs of Nigeria's fast disappearing cultural festivals. The collection which has been built over the last 40 years has been celebrated by the Financial Times of London as one of the best 100 collections in the world and is valued in billions of Naira.

Source: <https://www.livinspaces.net/projects/architecture/the-yemisi-shyllon-museum-of-art-ysma-will-be-the-first-legacy-museum-in-nigeria>

# Hotel Accommodation

## Hotels

To provide AFAM2020 conference participants with rewarding networking opportunities and the most comfortable stay during the conference, AFAM has selected and negotiated competitive rates with two (2) hotels which will serve as the official conference accommodation hotels:

- Eko Hotel & Suites, and
- Gran Melia Hotel

**Please note that AFAM will ONLY be offering free transport to and from these 2 hotels to the Lagos Business School, Pan Atlantic University, the AFAM2020 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 refer to the daily program schedule from page 16.

We acknowledge that some individuals might have their own preferences for hotel accommodation while in Lagos but unfortunately, we are unable to make additional travel arrangements outside the designated conference hotels.





# General Information

## Climate and Weather

**Average Weather in January in Lagos Nigeria:** Daily high temperatures are around 90°F, rarely falling below 87°F or exceeding 93°F. Daily low temperatures are around 76°F, rarely falling below 70°F or exceeding 80°F.

## Currency and ATMs & Credit Cards

The local currency is the Nigerian Naira (NGN). The Naira notes are available in denominations of 5, 10, 50, 100, 200, 500 and 1000. The exchange rate of the US\$ to the NGN has ranged between US\$1 = NGN 360 to US\$ 1= NGN 364 between January and October 2019. The average exchange rate is about \$1 = NGN 362. It is always advisable to have some amount of foreign currency in your wallet, especially one in demand, but you must be careful not to show it publicly as it can make you a target for theft. If you do bring dollars, be aware that many places will not accept US\$ denominations dated before 2009. ATMs are available throughout Lagos and MasterCard & Visa are accepted at main establishments.

## Health

Yellow fever is a risk in certain parts of Nigeria, so the US Centers for Disease Control and Prevention (CDC) recommends that travelers going to Nigeria should receive vaccination against yellow fever at least 10 days before travel and should take steps to prevent mosquito bites while there. It is strongly recommended that those who have never been vaccinated against yellow fever must receive the vaccination before they travel to Nigeria. Note that an International Certificate of Vaccination for yellow fever is required for all travelers. 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

English is the official language in Nigeria. The major languages are Hausa, Yoruba, Igbo (Ibo), and Fulani. There are over 500 additional indigenous languages (The CIA World Factbook, 2019).

# Safety Tips

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

- Leave your passport, air ticket and other valuables in the safety deposit box in your hotel room. Always carry a photocopy of your passport with you and keep photocopies of your credit and debit cards in a safe place. You should obtain the phone number of your respective embassy or consulate.
- Always carry on you the essential numbers of your travel and health insurance and important local phone numbers (perhaps the number of your consulate or embassy in Nigeria) 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.**

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# Experiential Learning Trips

FRIDAY, January 10, 2020

Time: 2:30pm to 5:30 pm

AFAM has organized for conference delegates to visit one of our three selected indigenous organizations in Nigeria. There are limited spaces per trip. Availability is on a first-come-first served basis. We encourage participants to sign up at the registration desk latest **Thursday January 9<sup>th</sup>, 2020 by 12:00pm.**

## **Dangote Refinery**

The refinery is located on a 2,500 hectares site at the Lekki Free Trade Zone, Ibeju-Lekki, Lagos. It is expected to process about 650,000 barrels of crude oil daily which will be transported through pipelines from oil fields in the Niger Delta. Natural gas will also be sourced for the fertilizer factory at the refinery to be used in generating electricity for the refinery complex. Due to its single crude oil distillation unit, the refinery has the potential of becoming the largest single-train crude oil refinery in the world. At full capacity, the refinery will produce 50 million litres (13,000,000 US gal) of gasoline and 17 million litres (4.5million US gal) of fossil diesel daily, as well as jet fuel and plastic products. It is expected that the refinery's capacity will be able to meet Nigeria's entire domestic fuel demand, as well as export demands.

Data source: <https://www.nytimes.com/2018/10/09/business/energy-environment/in-nigeria-plans-for-the-worlds-largest-refinery.html?>

[https://en.wikipedia.org/wiki/Dangote\\_Refinery](https://en.wikipedia.org/wiki/Dangote_Refinery)

## **Eko Atlantic City**

Eko Atlantic City, officially Nigeria International Commerce city, is an entirely new coastal city being built on Victoria Island adjacent to Lagos, Nigeria. It is a planned city which stands on a 10million squares metres of land restored from the sea and guarded by an 8.5km long coastal defence. Eko Atlantic is planned to be the size of "Manhattan's skyscraper district. The city is expected to be self-sufficient and sustainable. It will include state-of-the-art urban design, its own power generation, clean water, advanced telecommunications, spacious roads and tree-lined streets.

Read more at <https://www.ekoatlantic.com>

## **Tolaram Group**

Tolaram created a niche for itself in the Nigerian market in 1988 when it started importing instant noodles into the country. Ever since, the company has expanded and grown their "Indomie" instant noodle sales to an estimate of \$700 million a year. Tolaram entered into the Nigerian market with a mission to provide affordable and high-quality products to the low- and middle-income earners in the country. To implement this vision, Tolaram developed a business model that allowed it to sell its product profitably for as little as N50 (13 cents). To function properly in Nigeria without the necessary infrastructure such as roads, reliable electricity and water supply, etc, Tolaram had to integrate across multiple components in its value chain. It had to build an interdependent system. Tolaram provides its own electricity; manages a fleet of more than 2,000 trucks for its logistics; and owns a palm oil factory (palm oil is one of the products needed to make instant noodles). Currently, Tolaram has 17 manufacturing plants in Nigeria (including noodles, flour, palm oil, seasoning, etc.); a packaging company; and a logistics company.

Read more at <https://www.tolaram.com>



# 2020 Program Schedule

WEDNESDAY JANUARY 8, 2020

8:00am – 5:30pm

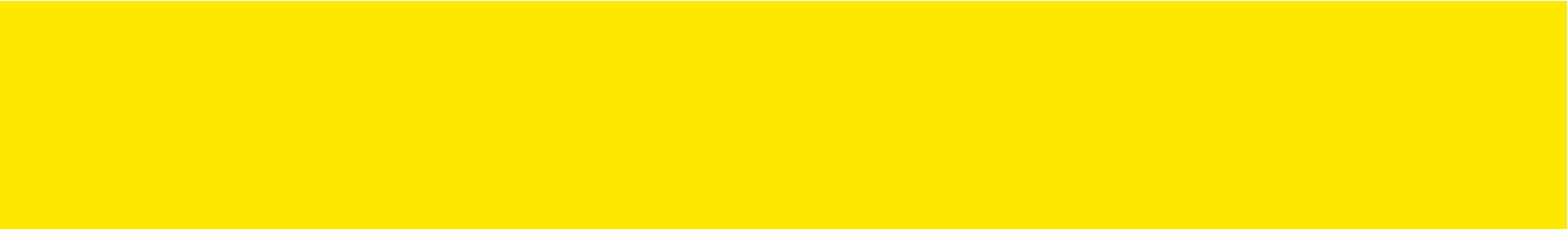
## JUNIOR FACULTY / DOCTORAL STUDENTS CONSORTIUM

<b>Co-Chairs (Organizers)</b>  <b>Hermann Ndofor</b> <i>Indiana University, USA</i>  <b>Amanuel Tekleab</b> <i>Wayne State University, USA</i>		<b><u>Journal Editors</u></b> <b>Samuel Aryee</b> <i>University of Surrey</i> <b>Brett Anitra Gilbert</b> <i>American University</i> <b>Jenny Hoobler</b> <i>University of Pretoria</i> <b>Hermann Ndofor</b> <i>Indiana University</i> <b>Jason D. Shaw,</b> <i>Nanyang Technological University</i> <b>Amanuel Tekleab</b> <i>Wayne State University</i>	<b><u>AFAM Facilitators</u></b> <b>Samuel Aryee</b> , <i>University of Surrey</i> <b>Remi Ayoko</b> , <i>University of Queensland</i> <b>Mahamadou Biga Diambeidou</b> , <i>ICN Business School ARTEM</i> <b>Michael Holmes</b> , <i>Florida State University</i> <b>Benson Honig</b> , <i>McMaster University</i> <b>Jenny Hoobler</b> , <i>University of Pretoria</i> <b>Judy Muthuri</b> , <i>University of Nottingham</i> <b>Hermann Ndofor</b> , <i>Indiana University</i> <b>dt Ogilvie</b> , <i>Rochester Institute of Technology</i> <b>Brian Silverman</b> , <i>University of Toronto</i> <b>Amanuel Tekleab</b> , <i>Wayne State University</i> <b>James Walsh</b> , <i>University of Michigan</i>		
#	Time	Junior Faculty	Room CocaCola	Doctoral Student	Room GTBank
	8:20am – 8:55am	INTRODUCTION			
A	09:00am - 10:30pm	Session 1 (Journal Editors)		Session 1 (AFAM Facilitators)	
	10:30am – 10:45am	TEA & COFFEE BREAK			
B	10:50pm – 12:20pm	Session 1 (Journal Editors) (cont'd)		Session 1 (AFAM Facilitators) (cont'd)	
	12:30pm – 1:15pm	LUNCH BREAK			
C	1:30pm – 3:00pm	Session 2 (AFAM Facilitators)		Session 2 (Journal Editors)	
	3:00pm – 3:15pm	TEA & COFFEE BREAK			
D	3:20pm – 4:45pm	Session 2 (AFAM Facilitators) (cont'd)		Session 2 (Journal Editors) (cont'd)	
	4:50pm – 5:30pm	General Session: Both Junior Faculty and Doctoral Students			
	6: 00pm – 9.00pm	<b>2020 AFAM Conference Opening Ceremony</b> <b>Venue: Honeywell Auditorium, LBS</b>			ALL

## CONSORTIUM'S AFAM FACILITATORS SESSIONS

Session	Participants	DEVELOPING HIGH PERFORMING SCHOLARSHIP	Time	Facilitator
Session 0	Junior Faculty and Doctoral Students	Introduction	8:20 – 8:55am	Herman Ndofor Amanuel Tekleab
Session 1	Doctoral Students	Challenges of Ethical Research	9:00 – 9:40	Benson Honig
Session 1	Doctoral Students	High Impact Research in Africa	9:45 – 10:25	Remi Ayoko & Mahamadou Biga Diambeidou
		<b>TEA &amp; COFFEE BREAK VENUE: CAFETERIA 1 &amp; 2</b>	10:30-10:45	
Session 1	Doctoral Students	Observation and high impact scholarship	10:50 – 11:30	Sam Aryee
Session 1	Doctoral Students	Collaborative Networks and high impact scholarship	11:35 – 12:15	dt ogilvie
		<b>LUNCH BREAK VENUE: CAFETERIA 1 &amp; 2</b>	12:30 – 1:15	
		<b>MAINTAINING HIGH PERFORMING SCHOLARSHIP</b>		
Session 2	Junior Faculty	Experiments and Management Scholarship	1:30 – 2:10	Jim Walsh
Session 2	Junior Faculty	Knowledge Sharing and Scholarship in Africa	2:15 – 2:55	Judy Muthuri
		<b>TEA &amp; COFFEE BREAK VENUE: CAFETERIA 1 &amp; 2</b>	3:00 – 3:15	
Section 2	Junior Faculty	Writing an Academic paper	3:20 – 4:00	Michael Holmes
Session 2	Junior Faculty	How to Highlight Your Contribution to Knowledge	4:05 – 4:45	Brian Silverman
Session 3	General Session	GENERAL SESSION JF/DS (QUESTIONS AND ANSWERS) <b>Moderated by Hermann Ndofor and Amanuel Tekleab</b>	4:50 – 5:30pm	ALL





## **2020 AFAM Conference Opening Ceremony Wednesday, January 8**

**Venue: Honeywell Auditorium  
Time: 6:00-9:00pm**

### **Keynote Addresses**

**Prof. Benedict Oramah  
African Export-Import Bank (Afreximbank)**

**Funke Opeke  
Chief Executive Officer, Mainone**

# PAPER SESSIONS DAY 1: THURSDAY JANUARY 9, 2020

	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
<b>ROOM</b>	CocaCola (Ground Floor)	GTBank (Ground Floor)	Zenith Bank (Second Floor)	FSB (First Floor)	First Bank (First Floor)
<b>Session Title</b>	<b>Social Entrepreneurship</b>	<b>Work-Life Interface</b>	<b>FDI, Partnerships and Industrialization</b>	<b>Strategy and Performance</b>	<b>Responsible Business, Governance and Sustainability</b>
<b>Session Chair</b>	<b>Richard Hayes</b> Hofstra University	<b>Okechukwu E. Amah</b> Pan-Atlantic University	<b>Chris I. Ogbachie</b> Pan-Atlantic University	<b>Henry Mensah</b> Kwame Nkrumah University of Science & Technology	<b>Franklin Nakpodia</b> University of Leeds
8:30-10:00 am	<b>A Typology of Social Entrepreneurial Models Continued: Empirical Evidence</b> <b>Alex Bignotti</b> University of Pretoria <b>Kerrin Myres</b> Gordon Institute of Business Science	<b>Extended Family and Marital Resources as Coping Mechanisms for Managing the Negative Effects of Family Demands on Family-Work Conflict</b> <b>Okechukwu E. Amah</b> Pan-Atlantic University	<b>North-South Partnerships as Development Agents. Assessing the Change Potential of Cross-Sector Partnerships</b> <b>Mette Morsing</b> Stockholm School of Economics <b>Anne Vestergaard</b> Copenhagen Business School <b>Thilde Langevang</b> Copenhagen Business School	<b>A Resource-Based Framework for Assessing the Effects of Organizational Culture on Firm Performance: Ghanaian Small Businesses in the Oil and Gas Industry</b> <b>Howard Jean-Denis</b> University of Massachusetts Amherst <b>Steven Day</b> North Carolina central University <b>Mzamo Mangaliso</b> University of Massachusetts Amherst <b>Alisha Smith</b> <b>Ashley Hill</b>	<b>Corporate Governance in Nigeria: A Reflection of Ethnic Dispositions?</b> <b>Franklin Nakpodia</b> University of Leeds <b>Emmanuel Adegbite</b> University of Nottingham <b>Femi Olan</b> Northumbria University
	<b>Mobile Telecommunication: Social Innovation for Developing Economies</b> <b>Chad Coffman</b> University of Missouri-Kansas City	<b>Work-Family Conflict and Workplace Deviant Behaviour: A Review</b> <b>Aaron M. Ametorwo</b> University of Ghana	<b>Can Africa Industrialize Africa- Drivers of Fourth Industrial Revolution</b> <b>Hammed Abiodun Akanji</b> Pan-Atlantic University <b>Franklin N. Ngwu</b> Pan-Atlantic University	<b>Strategy and Performance: Does Environmental Dynamism Matter?</b> <b>Ahmed Agyapong</b> Kwame Nkrumah University of Science & Technology <b>Stephen Zamore</b> University of Agdar <b>Henry Mensah</b> Kwame Nkrumah University of Science & Technology	<b>Sustainable Development Goals and Corporate Engagement in Africa</b> <b>Juanita Trusty</b> California State University Los Angeles <b>Frances Fabian</b> University of Memphis <b>Michelle Montague-Mfuni</b> University of Memphis
	<b>Exploring the Intersection of Entrepreneurial Activities and Socio-cultural Institutions: How Technology Entrepreneurs (Firms) Create Social Value in Kenya</b> <b>William Karani Murithi</b> De Montfort University	<b>Too Much Information: When Work Family Conflict Empowers Managers to Stay</b> <b>Eugene A. Ohu</b> Pan-Atlantic University <b>Princess O. Anifowose</b> Pan-Atlantic University <b>Arinze Nwokolo</b> Pan-Atlantic University	<b>An Investigation of the Perception of Donors on Non-Governmental Organizations' Regulation and Accountability</b> <b>Paschal Ohalehi</b> De Montfort University	<b>Firm Level Factors and Organization Performance: The Moderating role of Industry Environment</b> <b>Reuben Nguyo</b> Jomo Kenyatta University of Agriculture & Technology <b>Paul Kariuki</b> Jomo Kenyatta University of Agriculture & Technology	<b>Drivers and Decent Working Conditions Among Informal Self-Employed Stone Quarry Workers in Ghana</b> <b>Moses Segbenya</b> University of Cape Coast
	<b>Moving from Exploitation to Empowerment: Collaborative Social Entrepreneurship Business Models in African Responsible Tourism</b> <b>Richard N. Hayes</b> Hofstra University <b>Jeffrey Robinson</b> Rutgers University	<b>Predictors of Work-Life Balance on Three Selected Non-Government Organizations in Ethiopia</b> <b>Abeba Beyene Mengistu</b> Addis Ababa University <b>Mahlet Adugna</b> Addis Ababa University	<b>Foreign direct investment inflow and sustainable development: Evidence from Nigeria and Ghana</b> <b>Nkemdilim E. Iheanachor</b> Pan-Atlantic University <b>Chris I. Ogbachie</b> Pan-Atlantic University <b>Azuka E. Ozegebe</b> Pan-Atlantic University	<b>Strategic Management Practices and Organizational Performance in Nigerian Teaching Hospitals: An Empirical Study</b> <b>Emmanuel Anyika</b> University of Lagos <b>Ben E. Oghojafor</b> University of Lagos <b>Ike Ehie</b> Kansas State University	<b>Digital supply chain transformation in the manufacturing industry: A Nigerian case study</b> <b>Marvel S. Ogah</b> Pan-Atlantic University <b>Raymond Onuoha</b> Pan-Atlantic University
10:00-10:30 am	<b>TEA &amp; COFFEE BREAK</b> <b>VENUE: CAFETERIA 1 &amp; 2</b>				

# PAPER SESSIONS DAY 1: THURSDAY JANUARY 9, 2020

	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 8 Symposia, PDW and Caucus
<b>ROOM</b>	Zenith Bank (Second Floor)	CocaCola (Ground Floor)	First Bank (Second Floor)	GTBank (Ground Floor)	FSB (First Floor)
<b>Session Title</b>	Entrepreneurship and Transnational Issues	Job Performance	Public Policy Issues	Decision-Making and Competitive Advantage	PDW: Publishing Discoveries in Management
<b>Session Chair</b>	Natasha Katuta Mwila De Montfort University	James Baba Abugre University of Ghana	C. Gopinath Suffolk University	Richard Mpoyi Middle Tennessee State University	Peter Bamberger Tel Aviv University
10:30 am - 12:00 pm	<p><b>Legitimacy and Distinctiveness of Nigerian-Canadian Transnational Firms</b> Diane Isabelle Carleton University Mika Westerlund Carleton University Victoria Sajuyigbe Carleton University</p> <p><b>Crossing Borders: Stories of Millennial African Business Women Navigating National and Gendered Boundaries</b> Natasha Katuta Mwila De Montfort University</p> <p><b>International Mindset as a Contingency in the Entrepreneurial Behaviour-Performance Relationship: Evidence from SMEs in a Developing Economy</b> Ahmed Agyapong Kwame Nkrumah University of Science &amp; Technology Patience M. Dakorah Kwame Nkrumah University of Science &amp; Technology Henry K. Mensah Kwame Nkrumah University of Science &amp; Technology</p> <p><b>Entrepreneurial Narratives in the South African Energy Sector</b> Panos Constantinides University of Warwick Mira Slavova University of Warwick</p>	<p><b>The Relationship between Social Intelligence and Job Performance in Egypt</b> Mohamed Abdelmoaty German University in Cairo Ahmed Amin Mohamed German University in Cairo</p> <p><b>The Effect of Students' Attitude on The Job Performance of Women in Academia in Higher Power Distance Cultures: The Moderating Role of Social Dominance Orientation</b> James Baba Abugre University of Ghana Moro Alhassan University of Ghana David Nasere University of Ghana</p> <p><b>Managing Millennials in the African Workplace: What the Millennials Need</b> Henry O. Onukwuba Pan-Atlantic University</p> <p><b>Towards A Theory of Identity Capture</b> David Zoogah Xavier University</p>	<p><b>Gandhi's Approach to Management: The South African Experience</b> C. Gopinath Suffolk University</p> <p><b>Understanding the Dynamics of Power and Politics in Public Policy Implementation: A Sense-making Perspective</b> Olawale Fawehinmi Nigerian Institute of Social &amp; Economic Research</p> <p><b>Management of Pension Fund Administration System: A Critical Review of the Government Employee Pension Fund System</b> Joseph Lekunze North West University Brenda Mogotsi North West University</p> <p><b>Does Higher Education Equip Graduate Students with the Employability Skills Employers Expected of Them? The Perceptions of Employers in Ghana</b> Obi Berko Damoah University of Ghana Kwabena Osei Brefo University of Ghana</p>	<p><b>When and Why Informal Firms Formalize: A Strategic Decision-Making Perspective</b> Selorm Agbleze Copenhagen Business School Marcus Larson Copenhagen Business School</p> <p><b>Knowledge Management Capabilities and Competitive Advantage of TVET Institutions in Kenya</b> Jared O. Deya Jomo Kenyatta University of Agriculture and Technology</p> <p><b>Natural Resources, Love of Money, and Democratic Republic of the Congo's Competitive Disadvantage</b> Richard Mpoyi Middle Tennessee State University</p> <p><b>CEO Predecessor, Character Similarity and Firms Competitive Actions</b> Lucy Wamalwa KCA University</p>	<p><b>Abductive Research and Publishing Discoveries in Management</b> Peter Bamberger Tel Aviv University</p>
	<b>LUNCH BREAK</b>				
	<b>VENUE: CAFETERIA 1 &amp; 2</b>				
12:00-1:00pm					

## PAPER SESSIONS DAY 1: THURSDAY JANUARY 9, 2020

	Track 1 Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Multi-Track Papers Public Policy; Strategy and International; and Sustainability & Green Management	Track 4 Strategy and International Management	Track 8 Symposia, PDW and Caucus
ROOM	Zenith Bank (Second Floor)	CocaCola (Ground Floor)	First Bank (Second Floor)	GTBank (Ground Floor)	FSB (First Floor)
Session Title	Indigenous Entrepreneurship	HRM Practices and Team Performance	Management Education and Public Policy	Strategy Implementation and innovation	Symposium: Training for Entrepreneurs
Session Chair	Henrietta Onwuegbuzie Pan-Atlantic University	Jenny Hoobler University of Pretoria	Obi Berko Damoah University of Ghana	Henry K. Mensah Kwame Nkrumah University of Science & Technology	Alexander Glosenberg Loyola Marymount University
1:00 am - 2:30 pm	<p><b>Indigenous Knowledge and Entrepreneurship as a Strategy for Sustainable Development</b> Henrietta Onwuegbuzie Pan-Atlantic University</p> <p><b>Eseroghene Orighoyegha</b> Pan-Atlantic University</p>	<p><b>High Performance Work Systems and Psychological Ownership: The Moderating Nexus of Work Engagement</b> Evans Sokro Central University</p> <p><b>Michael Ntow</b> Central University</p> <p><b>Ophelia Dogbe-Zungbey</b> Central University</p> <p><b>Noble Osei-Bonsu</b> Central University</p>	<p><b>Understanding the Determinants of Academic Misconduct: A Study from a Business School in Ghana</b> Obi Berko Damoah University of Ghana</p>	<p><b>Innovation Africa: Moving to the Technology Cluster Level of Analysis to Energize Transnational Communities</b> Michelle Montague-Mfuni University of Memphis</p> <p><b>Frances Fabian</b> University of Memphis</p> <p><b>Juanita Trusty</b> California State University Los Angeles</p>	<p><b>Personal Initiative Training for Entrepreneurs - Exploring Research and Impact Possibilities with a focus on Africa</b></p> <p><b>Alexander Glosenberg</b> Loyola Marymount University</p> <p><b>Michael Frese</b> National University of Singapore</p> <p><b>Lori Foster</b> North Carolina State University</p> <p><b>Paul Steffens</b> University of Adelaide</p> <p><b>Ines Meyer</b> University of Cape Town</p>
	<p><b>From Individuals to Organizations: How Smartphones Are Shaping Entrepreneurship in Rural Africa</b> Chad Coffman University of Missouri-Kansas City</p>	<p><b>Team Performance in Dynamic Settings: Evaluating Shared Team Mental Model Similarity &amp; Accuracy</b> Prosper Kwei-Narh Innland Norway University of Applied Sciences</p>	<p><b>Exploring the Prospects of Social Media Regulation as a Panacea for Curbing Facebook Privacy Infringements and the Vulnerability of Users in Nigeria</b> Beryl A. Ehondor Pan-Atlantic University</p>	<p><b>Social Capital and Performance of SMEs: The Intervening Role of Entrepreneurial Orientation and Contingency Effect of Managerial Capability</b> Suzzie O. Aidoo Kwame Nkrumah University of Science &amp; Technology</p> <p><b>Ahmed Agyapong</b> Kwame Nkrumah University of Science &amp; Technology</p> <p><b>Henry K. Mensah</b> Kwame Nkrumah University of Science &amp; Technology</p>	
	<p><b>On the Nature of Non-Farm Household Enterprises and Family Welfare in Ghana</b> George Acheampong University of Ghana</p> <p><b>Kasper Brandt</b> University of Copenhagen</p> <p><b>John Rand</b> University of Copenhagen</p>	<p><b>HRM and business performance</b> Jawad Syed Lahore University of Management Sciences</p> <p><b>Olamide Bayeroju</b></p>	<p><b>Transnational Education in Sub Sahara Africa: Strategic Partnerships</b> Robert O. Harris Lewis University</p>	<p><b>The Influence of Innovation on Organizational Performance of Third Party Logistic Small Businesses in Transport Sector in Kenya</b> Mary M. Mwanzia KCA University</p>	
	<p><b>Global Relevance of Scaling African Indigenous Entrepreneurship</b> Henrietta Onwuegbuzie Pan-Atlantic University</p>	<p><b>Perception of HR Practices and Employee Engagement in Nonprofit Organizations</b> Kunle Akingbola Lakehead University</p> <p><b>Sephora Kerekou</b> Laval University</p> <p><b>Aurelas Tohon</b> Laval University</p>	<p><b>Oil smokestacks: Implications for Women in Agriculture and GDP Per Capita in Nigeria.</b> Patience Donwa University of Benin</p> <p><b>Osaro O. Agbontaen</b> Pan-Atlantic University</p>	<p><b>Strategy Execution Issues in Nigerian Organizations</b> Nkemdilim E. Iheanachor Pan-Atlantic University</p> <p><b>Azuka E. Ozegbe</b></p>	
2:30-3:00pm	<p style="text-align: center;"><b>TEA &amp; COFFEE BREAK</b> <b>VENUE: CAFETERIA 1 &amp; 2</b></p>				

## PAPER SESSIONS DAY 1: THURSDAY JANUARY 9, 2020

	Track 7 Management Practice	Track 4 Strategy and International Management	Track 7 Management Practice	Track 8 Symposia, PDW and Caucus
<b>ROOM</b>	Zenith Bank (Second Floor)	CocaCola (Ground Floor)	GTBank (Ground Floor)	FSB (First Floor)
<b>Session Title</b>	Management Practice and Policy Issues	Globalization and Strategy	Corporate Governance and Competitiveness	Symposium: Empowerment of Entrepreneurs
<b>Session Chair</b>	Allan M. Muyanja Ningbo University	R. Michael Holmes Jr. Florida State University	Hamid H. Kazeroony Walden University	Alexander Glosenberg Loyola Marymount University
3:00 - 4:30 pm	<p><b>The Experiences and Perceptions of White Collar Ugandan Employees Working in Chinese Firms: The Exploratory Study</b> Allan M. Muyanja Ningbo University Joon Hyung Park Nottingham University Business School China</p> <p><b>Delays in Customs Clearing Processes at Sub-Saharan African Ports: An Analysis and Evaluation of the Pre-Arrival Assessment Report (PAAR) Process at Nigerian Port</b> Frank Ojadi Pan-Atlantic University</p> <p><b>Case Study on SME Development Program for Oil and Gas Industry in Ghana</b> Howard JeanDenis University of Massachusetts at Amherst Barbara Gbologah-Quaye</p> <p><b>Beyond Taskforces &amp; Employee Resource Groups: The Future of Diversity Inclusion</b> Robert Shorty Benedictine University</p>	<p><b>The Effects of Ownership and Home Country Institutions on the Internationalization of African New Ventures</b> Katia de Melo Galdino Georgia Southern University Gonzalo Molina-Sieiro Florida State University R. Michael Holmes Jr. Florida State University</p> <p><b>Role of Global Supply Chain Management Practices on Firm Performance in Kenya's Tea Sub-Sector Industry</b> Titus Kisung'u Jomo Kenyatta University of Agriculture &amp; Technology Frida Theuri Simba Jomo Kenyatta University of Agriculture &amp; Technology Amon Matuga Jomo Kenyatta University of Agriculture &amp; Technology</p> <p><b>Business Group Solidarity and Competitive Advantage: The Case of Africa's Ethnic Business Groups</b> Mahdi Tajeddin Concordia University Michael Carney Concordia University</p> <p><b>Coevolution of Policy and Strategy in the Development of the Mobile Telecommunications Industry in Africa</b> Mohammad Jahanbakht Salem State University Romel Mostafa Western University</p>	<p><b>Corporate Attributes and Firm Performance: A Generalised Least Square Approach</b> Innocent A. Nwaorgu Michael Okpara University of Agriculture Jacob A. Iormbagah Michael Okpara University of Agriculture</p> <p><b>Mitigating the Collision of Political Dynamic and Regulation Implementation in Nigerian Public Sector</b> David Bassey Walden University Hamid H. Kazeroony Walden University</p> <p><b>Behind Strategic Competitiveness: Exploring the Role of Effective Implementation of Information Technologies in Banks</b> Elham Metwally The American University in Cairo</p>	<p><b>The Empowerment of Entrepreneurs in Africa: Considering Barriers to Empowerment, Considerations for Special Populations, and Interventions to Increase Empowerment</b> Alexander Glosenberg Loyola Marymount University David Choi Loyola Marymount University Jason D'Mello Loyola Marymount University Ellen Ensher Loyola Marymount University Angelica Gutierrez Loyola Marymount University Yamlaksira Getachew Loyola Marymount University</p>
4:30-5:00pm	<b>BUS SERVICE TO HOTELS</b>			



## PAPER SESSIONS DAY 2: FRIDAY, JANUARY 10, 2020

	Track 1 Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Track 4 Strategy and International Management	Multi-Track OBHR, Public Policy	Track 8 Symposia, PDW, and Caucus
ROOM	CocaCola (Ground Floor)	GTBank (Ground Floor)	Zenith Bank (Second Floor)	FSB (First Floor)	First Bank (Second Floor)
Session Title	Entrepreneurship and Sustainability	Leadership	Governance, Accountability and Strategy	Globalization, Expatriates and Science	PDW: Building Sustainability
Session Chair	Sherwat Ibrahim The American University in Cairo	Bella L. Galperin University of Tampa	Ifeyimika Ogunyomi University of Texas at Arlington	Adenike A. Moradeyo Pan-Atlantic University	Philip Mirvis Global Network Corporate Citizenship
8:30-10:00 am	<p><b>Addressing Sustainability Issues for Africa SMEs in Global Value Chains</b> Sherwat Ibrahim The American University in Cairo</p> <p><b>Joseph Sarkis</b> Worcester Polytechnic Institute</p> <p><b>Corporate Social Responsibility and Entrepreneurship: Opportunity Perceptions and Bystander Effects</b> Sumita Sarma California State University Bakersfield Sharon Simmons Inturcept Inc.</p> <p><b>Environmental Factors and Sustainability of Small and Medium-Sized Enterprises in Lagos Metropolitan Area, Lagos State, Nigeria</b> Tejumade O. Siyanbola Obafemi Awolowo University</p> <p><b>Corporate Social Responsibility Reporting Length and Value Relevance of Financial Report: Evident in Non-Financial Firms Listed on The Nigerian Stock Exchange Market.</b> Innocent A. Nwaorgu Michael Okpara University of Agriculture Joseph Azubike Michael Okpara University of Agriculture Jacob Iormbagah Michael Okpara University of Agriculture</p>	<p><b>Leadership and Ethics in Organization in Africa</b> Ken Kamoche University of Nottingham Joana S. P. Story FGV-EAESP Nuno Guimaraes-Costa ICN-ARTEM Miguel Pina e Cunha Nova School of Business and Economics Armenio Rego Católica Porto Business School</p> <p><b>Impact of Transactional Leadership Style on Employee Commitment and Innovation in Kaduna Refinery and Petrochemical Company, Kaduna, Nigeria</b> Anyangeadoo Hur-Yagba University of Abuja</p> <p><b>Framework for Leadership Training Effectiveness</b> Grace Abban-Ampiah Ghana Institute of Management and Public Administration</p> <p><b>A Closer Look at Engaged Leadership and Its Linkage to African Leadership</b> Lemayon L. Melyoki University of Dar es Salaam Bella L. Galperin University of Tampa Terri R. Lituchy CETYS Betty Jane Punnett University of the West Indies</p>	<p><b>Governance Challenges for African Banks in the 21st Century-</b> Chris Ogbechie Pan-Atlantic University Hammed Akanji Pan-Atlantic University</p> <p><b>Understanding of Accountability Mechanism of Independent Audit Committee through Investment Analysts' Lenses</b> Folajimi Ashiru University of Durham</p> <p><b>Ethics in Acquisitions: A Social Contagion Perspective</b> Ifeyimika Ogunyomi University of Texas at Arlington</p> <p><b>Examining the Micro-foundations of Dynamic Capabilities in Entrepreneurial Firms: A Cognition Perspective</b> Nancy Bouchra Hanna German University in Cairo</p>	<p><b>Africa Going Global: The Reverse Innovation Perspective</b> Adenike A. Moradeyo Pan-Atlantic University</p> <p><b>Using Narratives to Understand the Experience of Career Success amongst African Self-Initiated Expatriates in South Africa</b> Harry Tinashe University of Fort Hare Nicole Dodd Stellenbosch University Willie T. Chinyamurindi University of Fort Hare</p> <p><b>Healthy Africa 2030: Improving Africa's Health Outcomes through Human-Centre Design</b> Tolulope Kehinde Mayo Clinic, Rochester, MN Emem Laguda HealthCare Leadership Academy Alero Ajayi HealthCare Leadership Academy</p> <p><b>Science Is Shaped by Wikipedia: Evidence from a Randomized Control Trial</b> Neil Thompson Massachusetts Institute of Technology</p>	<p><b>Building Sustainability in Industry, Agriculture &amp; Rural Communities Experiences in Three Multi-Sector Partnerships in sub-Saharan Africa</b> Philip Mirvis Global Network Corporate Citizenship Lekan Tobe PYXERA Global Samuel Amponsah Tokyo International University</p>
10:00-10:30am	<p style="text-align: center;"><b>TEA &amp; COFFEE BREAK</b> <b>VENUE: CAFETERIA 1 &amp; 2</b></p>				

# PAPER SESSIONS DAY 2: FRIDAY JANUARY 10, 2020

	<b>ALL ACADEMY SESSION DEANS FORUM</b>
	<b>FACILITATOR: PROFESSOR STELLA M. NKOMO</b>
<b>ROOM</b>	<b>Auditorium</b>
10:30 am - 12:00 pm	<p><b>Participating Deans:</b></p> <ol style="list-style-type: none"> <li><b>Professor Abel Adekola</b> <i>Sidhu School of Business &amp; Leadership, Wilkes University, PA, USA</i></li> <li><b>Professor Kwaku Atuahene-Gima</b> <i>Nobel International Business School, Accra, Ghana</i></li> <li><b>Professor Dana Brown</b> <i>Sprott School of Business, Carleton University, ON, Canada</i></li> <li><b>Professor Matrecia James</b> <i>School of Business, St. Bonaventure University, NY, USA</i></li> <li><b>Dr. Timothy Mescon</b> <i>AACSB International,</i></li> <li><b>Professor Alphonso Ogbuehi</b> <i>School of Business, Stockton University, NJ, USA</i></li> <li><b>Professor Enase Okonedo</b> <i>Lagos Business School, Pan-Atlantic University, Nigeria</i></li> </ol>
12:00 - 1:00pm	<p><b>LUNCH BREAK</b></p> <p><b>VENUE: CAFETERIA 1 &amp; 2</b></p>

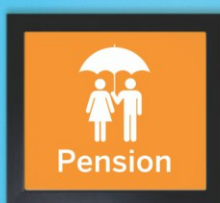




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## SYMPOSIA/PDWs/CAUCUS SESSIONS DAY 2

### FRIDAY, JANUARY 10, 2020

	<b>Symposium:</b> Gender, Socioethnic Diversity, and Careers in African Sociocultural Contexts	<b>CAUCUS:</b> Reflection on AJOM's Junior Faculty Fellowship: How to Foster Engagement and Communication	<b>PDW:</b> Studying the African Context: Anchoring Loops and Hooks in addressing the tensions of Africanism and Globalism in a Dynamic African Business Climate	<b>Symposium</b> Future of Work in Africa	<b>PDW:</b> Meet the Editors: Tips for Publishing in Top African and Management Journals
	Room: First Bank (Second Floor)	Room: FSB (First Floor)	Room: Conference Room (Ground Floor)	Room: CocaCola (Ground Floor)	Room: : GTBank (Ground Floor)
<b>1:00 - 2:00pm</b>	<b>Organizers:</b>  <b>Jenny Hoobler</b> <i>University of Pretoria</i>  <b>Nasima Carrim</b> <i>University of Pretoria</i>  <b>Oscar Holmes</b> <i>Rutgers University</i>  <b>Kisha Jones</b> <i>Pennsylvania State University</i>  <b>Samantha Smith</b> <i>University of Pretoria</i>  <b>Reinhard Tolken</b> <i>University of Pretoria</i>	<b>Organizers</b>  <b>Carol Brunt</b> <i>University of Wisconsin-Whitewater</i>  <b>Moses Kiggundu</b> <i>Carleton University</i>  <b>Juliana Namada</b> <i>United States International University</i>	<b>Organizers:</b>  <b>Joseph Ebot Eyong</b> <i>De Montfort University</i>  <b>Paschal Ohalehi</b> <i>De Montfort University</i>  <b>Kennedy Dag</b> <i>De Montfort University</i>  <b>Oluwasoye Mafimisebi</b> <i>De Montfort University</i>  <b>Adekunle Ogunsade</b> <i>De Montfort University</i>  <b>Bisola Ariyo</b> <i>DeMontfort University</i>  <b>Ngozichukwuka Ojo</b> <i>De Montfort University</i>  <b>Olapeju Ogunmokun</b> <i>De Montfort University</i>	<b>Organizers:</b>  <b>Yetunde Anibaba</b> <i>Pan-Atlantic University</i> <b>Akin Oparison</b> <i>Pan-Atlantic University</i>  <b>Panelists</b> <b>Funke Amobi</b> <i>Country Head, Human Capital, StanbicBIC Bank</i> <b>Yemi Faseun</b> <i>Head, Human Resources, FBQ Quest</i> <b>Eugene Ohu</b> <i>Pan-Atlantic University</i>	<b>Organizers:</b>  <b>Lilian Otaye-Ebede</b> <i>University of Liverpool</i>  <b>Loyila Akobo</b> <i>Liverpool John Moores University</i>  <b>Participants:</b> <b>Moses Acquah</b> Editor, Journal of African Business <i>University of North Carolina at Greensboro</i>  <b>Samuel Aryee</b> Associate Editor, Africa Journal of Management <i>University of Surrey</i>  <b>Benson Honig</b> <i>McMaster University</i>
<b>2:15 - 5:00pm</b>	<h2 style="text-align: center; color: red;">Experiential Trips (2:15pm - 5:30pm)</h2> <h3 style="text-align: center;">Prompt Departure: All Delegates must board buses by 2:15pm</h3>				



## PAPER SESSIONS DAY 3: SATURDAY, JANUARY 11, 2020

	Track 1 Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Track 4 Strategy and International Management	Track 2 Organizational Behavior and Human Resource Management
<b>ROOM</b>	GTBank (Ground Floor)	First Bank (Second Floor)	FSB (First Floor)	CocaCola (Ground Floor)
<b>Session Title</b>	Entrepreneurship, Investment and Social Enterprise	Organizational Vision, and Management Commitment	Strategy Implementation	Leadership and Training
<b>Session Chair</b>	Menisha Moos University of Pretoria	James Baba Abugre University of Ghana	Chris Ogbechie Pan-Atlantic University	Joseph Ebot Eyong De Montfort University
8:30-10:00 am	<p><b>Hostility in The South African Small Business Environment and Components of Firm-Level Entrepreneurial Orientation</b> Oluwafemi Ijagbulu University of Pretoria Chukuakadibia Eresia-Eke University of Pretoria Menisha Moos University of Pretoria</p> <p><b>A Model of Impact Investing with a Gender Lens: Perspectives from Africa-Based Fund Managers</b> Michael Ngoasong The Open University Richmond Lamptey The Open University</p> <p><b>The Business is the People: The Betrust Social Enterprise</b> Olakunle Akingbola Lakehead University</p> <p><b>The state of social impact measurement practices in South Africa: an exploratory study</b> Mollette Kgaphola University of Pretoria Alex Bignotti University of Pretoria</p>	<p><b>The Relationship Between Vision and Organizational Readiness for Change: The Mediating Effects of Empowerment and Trust in The Leader</b> Angela Titi Amayah Minnesota State University</p> <p><b>Does Management Commitment Influence Employee Health Protection and Job Safety in the Media Industry in Sub-Saharan Africa?</b> James Baba Abugre University of Ghana Timothy Karikari University of Ghana David Nasere University of Ghana</p> <p><b>Talent Management: How Evaluation of Psychological Contract Predict Proactive Impression Management Tactics When Talent Management Practices Are Not Explicit</b> Prosper A. Kwei-Narh Innland Norway University of Applied Sciences</p> <p><b>Judicial Globalisation as an Instrument for Updating Local Employment Laws: Examples from the African Context</b> Uche Attah Pan-Atlantic University Ademola Ajeyomi Pan-Atlantic University</p>	<p><b>Impediments to Strategy Execution in Nigerian Organizations</b> Edwin Agwu Pan-Atlantic University Chris Ogbechie Pan-Atlantic University</p> <p><b>The Role of Corruption and Power Dynamics in Firm Performance: A South Africa Study</b> Howard Jean-Denis University of Massachusetts at Amherst</p> <p><b>Information Sharing and Communication in Strategy Execution in Nigeria</b> Edwin Agwu Pan-Atlantic University</p> <p><b>Commitment to E-Store Brands: The Influence of the Servicescape</b> Diniso Chuma University of Johannesburg Mercy Mpinganjira University of Johannesburg</p>	<p><b>Is High Quality Vocational Training Effective?: Case in Rwanda</b> Yasuko Yamahira Kyoto University</p> <p><b>Assessment of Decency of Course Tutor's Working Conditions on Distance Education Programmes by the University of Cape Coast, Ghana</b> Moses Segbenya University of Cape Coast</p> <p><b>Impediments to Effective leadership in Africa: Implication of Culture and Tradition in a changing global business environment</b> Joseph Ebot Eyong De Montfort University Kennedy Dagou De Montfort University Nceku Nyathi De Montfort University Henry Mumbi De Montfort University</p> <p><b>Am I included? Lessons from leadership research in Africa and the African Diaspora</b> Thomas Senaji Kenya Methodist University Nicole Knight, UWI Cave Hill, Barbados Lemayon Melyoki University of Dar es Salaam Bela Galperin University of Tampa Terri R. Lituchy CETYS Betty Jane Punnett UWI Cave Hill, Barbados Clive M. Mukanzi Jomo Kenyatta University of Agriculture &amp; Technology</p>
10:00-10:30 am	<p style="text-align: center;"><b>TEA &amp; COFFEE BREAK</b> <b>VENUE: CAFETERIA 1 &amp; 2</b></p>			





## PAPER SESSIONS DAY 3: SATURDAY JANUARY 11<sup>TH</sup> 2020

	Track 1 Entrepreneurship and Small Business	Track 7 Management Practice	Track 2 Organizational Behavior & Human Resource Management	Track 8 Symposia, PDW and Caucus
ROOM	GTBank (Ground Floor)	CocaCola (Ground Floor)	FSB (First Floor)	Zenith Bank (Second Floor)
Session Title	Entrepreneurship and Service Activity	Customer Service Issues	Emotional Intelligence, Workplace Behaviors & Leadership	Symposium: Resilience of Entrepreneurs in Developing Countries
Session Chair	Victor Udeozor Nottingham Trent University	Obinna Muogboh Pan-Atlantic University	Yetunde Anibaba Pan-Atlantic University	Jean Kabongo University of South Florida, Sarasota-Manatee
10:30-12:00 am	<p><b>The Making of Innovative Entrepreneurs in Business Schools: Lessons from a Resource Constrained Environment</b> Victor Udeozor Nottingham Trent University</p> <p><b>Entrepreneurship education as panacea for unemployment reduction</b> Edwin Agwu Pan-Atlantic University</p> <p><b>Exploring Service Recovery Tactics for Brand Trust among Service-Based SMEs in Nigeria</b> Joy Eghonghon Akahome The Federal University, Otuoke</p> <p><b>When Technology Isn't Enough</b> Elham Metwally The American University in Cairo</p>	<p><b>Improving Quality of Customer Service Using Service Charters, Service Blueprints, and Standard Operating Procedures</b> Obinna Muogboh Pan-Atlantic University Jimoh Fatoki Pan-Atlantic University</p> <p><b>Enhancing Sales Productivity for Luck-Based Product: Insights from Nigeria's Sports Betting Industry</b> Uchenna Uzo Pan-Atlantic University Adedeji O. Adewusi Pan-Atlantic University</p> <p><b>Customer Service Social Media Interactions Complaint and Brand Loyalty: Implication for Communication in Retail Banking Policy</b> Patricia Edemadide Pan-Atlantic University Osaro Agbontaen Pan-Atlantic University</p> <p><b>Effect of Corporate Tax on Sustainable Financial Performance of Listed Firms in Nigeria</b> Jacob A. Iormbagah Michael Okpara University of Agriculture Innocent A. Nwaorgu Michael Okpara University of Agriculture</p>	<p><b>The Impact of Emotional Intelligence on the Productivity of Petroleum Firms in Southern Nigeria</b> Nicholas N. Igwe Godfrey Okoye University</p> <p><b>Employee Communication, Downsizing and Survivor Syndrome: Critical Issues for Contemporary African Businesses</b> Beryl Ehondor Pan-Atlantic University</p> <p><b>Women and Leadership: Explorations the Benefits and Challenges of Women Leaders in Higher Education Administration</b> Belaynesh Tefera Nidaw Addis Ababa University</p> <p><b>A Mixed-Method study of Personality Traits Associated with Fahlawa Behaviors in the Egyptian Workplace</b> Mona Hussein Mostafa German University in Cairo</p>	<p><b>Resilience of Entrepreneurs in Developing Economies: Implications for Organizational and Regional Effectiveness</b></p> <p><b>Organizers:</b> Tom Becker University of South Florida, Sarasota-Manatee James Abugre University of Ghana Shepherd Dhlwayo University of Johannesburg Jean Kabongo University of South Florida, Sarasota-Manatee Janatti Bagorogoza Makerere University Business School</p>
12:00-1:00pm	<b>LUNCH BREAK</b>  <b>VENUE: CAFETERIA 1 &amp; 2</b>			

## SYMPOSIA/PDWs/CAUCUS SESSIONS, DAY 3

### SATURDAY, JANUARY 11, 2020

1:00 - 2:00pm	<b>PDW</b> Migration, Gender, Identity, and Ethnical Strife: The Colonial Aftermath in Africa	<b>Symposium</b> Developing African Scholarship through the AFAM / AOM Faculty Development Workshops	<b>PDW</b> Experiential Exercises: Engaging Students in Learning by Doing	<b>PDW</b> Poverty Alleviation through Enterprise Engagement: A Case-Based Discussion of an Innovative Approach to Serving Rural, Low-Income Markets	<b>PDW</b> Framework for Effective Case (Teaching) Development and Applications
	Room: FSB (First Floor)	Room: GTBank (Ground Floor)	Room: CocaCola (Ground Floor)	Room: FSB (First Floor)	Room: GTBank (Ground Floor)
	<b>Organizers:</b> Hamid Kezeroony <i>Walden University</i>	<b>Organizers:</b> Vincent Bagire <i>Makerere University Business School</i>  Juliana Namada <i>United States International University</i>  Obi Berko Damoah <i>University of Ghana</i>	<b>Organizers:</b> C. Gopinath <i>Suffolk University</i>  Esi Elliot <i>Suffolk University</i>	<b>Organizers</b> Lisa Jones Christensen <i>Brigham Young University</i>  Ted London <i>University of Michigan</i>	<b>Organizers</b> Chi Anyansi-Archibong <i>North Carolina Agricultural &amp; Technical State University</i>
2:15 – 3:15 pm	<b>ALL ACADEMY MEETING</b>  <b>VENUE: AUDITORIUM</b>  <b>Note: Buses promptly depart to the Conference Hotels at 3:30pm</b>				

## 2020 AFAM Conference Closing Ceremony

**Keynote Speaker**

**Kunle Elebute**

**Senior Partner, KPMG in Nigeria and Chairman, KPMG Africa**

**Time: 6.30 pm – 10.00 pm**

**VENUE: LAGOS ORIENTAL HOTEL**

**Buses depart promptly from the  
Conference Hotels at 6.00pm.**

# 2020 AFAM Biennial Conference

## Best Papers Winners

### Track 1

#### Entrepreneurship and Small Business

**Paper Title:**

**Legitimacy and Distinctiveness of Nigerian-Canadian Transnational Firms**

**Authors:**

Diane Isabelle, Carleton University, Canada

Mika Westerlund, Carleton University, Canada

Victoria Sajuyigbe, Carleton University, Canada

### Track 2

#### Organizational Behavior and Human Resource Management

**Paper Title:**

**Extended Family and Marital Resources as Coping Mechanisms for Managing the Negative Effects of Family Demands on Family-Work Conflict**

**Author(s):**

Okechukwu Ethelbert Amah, Lagos Business School, Pan Atlantic University, Nigeria

### Track 3

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

**Paper Title:**

**Understanding the Dynamics of Power and Politics in Public Policy Implementation: A Sense-Making Perspective**

**Author:**

Olawale Fawehinmi, Nigerian Institute of Social and Economic Research (NISER), Nigeria

### Track 4

#### Strategy and International Management

**Paper Title:**

**When and Why Informal Firms Formalize: A Strategic Decision-Making Perspective**

**Authors:**

Selorm Agbleze, Copenhagen Business School, Denmark

Marcus Møller Larsen, Copenhagen Business School, Denmark

### Track 5

#### Social Issues in Management

**Paper Title:**

**Corporate Governance in Nigeria: A Reflection of Ethnic Dispositions?**

**Authors:**

Franklin Nakpodia, The University of Leeds, UK

Emmanuel Adegbite, The University of Nottingham, UK

Femi Olan, Northumbria University, UK

