



School of Commerce

AFRICA ACADEMY OF MANAGEMENT

4th Biennial Conference

Call for Papers

Conference Theme:
Building High-Performing Organizations in Africa

Conference Dates

3-6 January, 2018

(Includes pre-conference sessions, conference activities, and excursions)

Conference Host & Venue

**School of Commerce, Addis Ababa University
Addis Ababa, ETHIOPIA**

For more information visit:

Conference website: www.africa-aom.org/conference2018
Conference submission portal: <https://afam2018.exordo.com/login>



“Advancing Knowledge and Research in Africa”



School of Commerce



Current reports on Africa indicate that the continent is one of the fastest growing regions of the world, second to East Asia. In fact, of the ten fastest growing economies in the world, six are located in Africa. To sustain the performance of African economies, it is important that African organizations, for-profit and non-profit, compete not only in Africa but also globally. For management research to be relevant and impactful, it must look at **what really happens within African organizations**, how African organizations achieve high performance and what makes a high-performing African organization.

To some extent, organizations operating in Africa can be divided into three main categories, 1) subsidiaries of multinational corporations, 2) organizations owned by foreign nationals, and 3) organizations owned and operated by Africans themselves. How well these organizations perform is significant not only for industrial growth but also for national development. The theme of the conference, Building High-Performing Organizations in Africa, is therefore intended to generate insights that advance that objective.

According to Andre de Waal of the High Performing Organization Center (HPO-Center), a high-performing organization is an organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of five years or more by focusing in a disciplined way on that which really matters to the organization. There are five success factors of high-performance organizations identified in the literature: (1) quality of management, (2) openness and action orientation, (3) long-term orientation, (4) continuous improvement, and (5) quality of employees. To compete with their counterparts from the West and other parts of the world, African companies and organizations must perform well on these indicators. Hence, this call for papers encourages scholars and practitioners to explore the factors that could facilitate the creation of high performing organizations in Africa.

Prospective contributors must submit conceptual or empirical papers, symposia and professional development workshops that explore the following questions.

1. What is the meaning of high-performing organizations in the context of Africa? Should ethical and sustainable management practices be included in the definition of high-performing organizations?
2. What institutional factors facilitate or impede the creation of high-performing organizations in Africa?
3. What leadership and/or management styles are required to develop high-performing organizations in Africa?
4. To what extent can informal institutional factors, such as culture, the role of the extended family, and cosmic justice facilitate or impede the creation of high-performing organizations in Africa?

5. What human resources management practices can facilitate the creation of high-performing organizations?
6. What are the management structures of African organizations and how do they impact the creation of high-performing organizations?
7. Do companies owned and operated by Africans tend to perform better or worse than those owned by non-Africans or subsidiaries of multinational corporations?
8. What factors impede the emergence of African multinationals?
9. Do African organizations display a long-term or short-term orientation compared to organizations from other parts of the world?
10. What strategies should African businesses implement to thrive in their local markets and prosper in the competitive global environment?
11. What factors could facilitate (or impede) the emergence of African multinationals?
12. To what extent can management philosophies such as Ubuntu or indigenous knowledge systems contribute to the development of high-performing organizations?

Although this list is not exhaustive, it presents a guideline for prospective contributors. The deadline for submitting papers, symposia and professional development workshop proposals is **31 May, 2017**. Further details on submission guidelines will be available on the conference website.

Conference Chairs:

Professor Constant Beugré

Delaware State University, USA email: cbeugre@desu.edu

Dr. Judy Muthuri

Nottingham University Business School, UK email: judy.muthuri@nottingham.ac.uk

AFAM Website: <http://www.africa-aom.org>

Conference Submission Portal: <https://afam2018.exordo.com/login>

Submission Tracks

Track 1: Entrepreneurship and Small Business

Co-Chair: Richard Hayes, Hofstra University; e-mail: Richard.Hayes@hofstra.edu;

Co-Chair: Bitange Ndemo University of Nairobi, e-mail: bndemo@bitangendemo.me

The entrepreneurship and SME track welcomes both empirical and conceptual papers examining issues relating to sustainability in both entrepreneurial and family and small business research in Africa. We are particularly interested in papers with unique contributions related to incubation, nascent entrepreneurship, microcredit, ownership succession, incubation, microenterprise promotion and training, transnational entrepreneurship, social entrepreneurship, and sustainable entrepreneurial innovations in Africa.

Track 2: Organizational Behavior and Human Resource Management

Chair: E. Anne Christo-Baker, Purdue University at Northwest, e-mail: ehchrist@pnw.edu

This combined track welcomes conceptual and empirical papers including all aspects of both organizational behavior and human resources management, preferably in an African context. For organizational behavior, areas of interests include but are not limited to: organizational effectiveness, group dynamics, motivation, leadership, change, decision making, organizational culture, organizational design, organizational justice, stress management, personality and perception. For human resources management, we seek papers in the areas of: compensation, diversity, performance appraisal, recruitment, selection, staffing, training, labor relations, career development and management of human capital.

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

Chair: Abeba Beyene Mengistu, Addis Ababa University, e-mail: abebamengistu2011@gmail.com

We encourage papers from academics, researchers, and professionals that investigate public and non-governmental organizations. The papers may address topics related to any of the following: Public governance; capacity building; public service quality; public management in complex environments; E-government; workplace democracy and public administration; education and training; public accountability; social enterprise in challenging environments and times; Third Sector or non-governmental organizations; stakeholder engagement; social capital; public entrepreneurship; public sector reforms; partnerships with the private sector. Studies of other areas not included here but which relate to management of public organizations and NGO are also encouraged.

Track 4: Strategy and International Management

Chair: Hermann Ndofor, Indiana University, e-mail: hndofor@iu.edu

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 context with other contexts of the world. For strategy, areas of interests include but are not limited to: business or competitive strategy formulation and implementation, strategic planning, strategy-structure relationships, strategic leadership, innovation, corporate strategy in general, diversification and portfolio strategies, vertical integration and sourcing relationships, social capital and networking relationships, corporate governance, the resource-based view, knowledge management, industrial organization economics, acquisitions, strategic alliances and inter-organizational relationships, technology and innovation management, composition and processes of top management teams, and strategic control and reward systems. Areas of interest for international management should focus on the theory, research, and practice of management with a cross-border or cross-cultural dimension. Topics should include but are not limited to: market entry strategy, cross-border alliances and cooperative strategies, the management of cross-border operations, effects of

transnationalism on organizations, the differential impact of cultural, social, economic, technological, political, and other institutional forces on cross-border operations, management practices and strategies, the international competitiveness of firms, industries, and nations; and comparative management studies involving two or more countries.

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

Chair: Vincent Bagire, Makerere University, e-mail: vbagire@mubs.ac.ug

The Social Issues in management track is a new track added by the Africa Academy of Management to explore the extent to which management research can be used to address social issues, such as poverty, healthcare, armed conflict, conflict, sustainable development, and child labor. Management can play an important role in helping to address these issues. Social issues could also integrate the management of 'unrealistic' expectations from different social groups including unions, students and teachers.

Track 6: Sustainability and Green Management

Chair: Kenneth Amaeshi, University of Edinburgh, e-mail: Kenneth.Amaeshi@ed.ac.uk

The Sustainability and Green Management track welcomes conceptual and empirical papers that focus on all areas of sustainability – economic, social, and environmental in an African context both in the private and public sector. Studies that compare the African context with other contexts of the world are also welcome. Given the comprehensiveness of sustainability across the business disciplines, studies from all areas of business – operations, marketing, international business, human resources management, organizational behavior, strategy, finance and accounting – that address how organizations affect and are affected by the sustainability tripod are welcome. Even though a contextual theories are welcome, we encourage contextual theories that project the contribution of African management. We also encourage methodological approaches that are Afrocentric to the extent that they apply to economic, social, and environmental sustainability.

Track 7: PDW/Caucus/Symposia

Chair: Hamid Kazeroony, Walden University, e-mail: hamid.kazeroony@waldenu.edu

Entries can be either a proposal for a structured discussion on a topic of common interest, or for a workshop. Proposals should be aimed at helping fellow attendees by providing a forum through which they can engage each other. PDW sessions will not appear in the proceedings. Submissions should describe the activities, goals and time/equipment required and should be submitted to the PDW Chair:

Doctoral Consortium & Junior Faculty Consortium

Chair: David Zoogah, Xavier University, e-mail: Zoogahd@xavier.edu

These consortia are designed to provide ideas, tools, and strategies to be successful by drawing upon the experiences of senior faculty colleagues. Research in the early stages of development will also be considered to assist members improve their works for publication. Sessions will be

structured as roundtable discussions to facilitate additional development and coaching. This is an excellent way for doctoral students to become involved in AFAM. These sessions will not appear in the proceedings. Queries about the consortium should be sent to david.zoogah@morgan.edu.

Key Dates:

Papers Submission/PDWs: **30 January till 31 May, 2017**

Notification of Acceptances: **30 July 2017**

Conference Registration Deadline: **30 October 2017**

Proceedings:

Accepted papers will be published in the Conference Proceedings. There will be a best paper award for each track. Winners will receive a certificate and the paper will be highlighted in the conference program. Best papers will also be considered for publication in the *Africa Journal of Management (AJOM)* subject to the journal's blind review process. Please check the *AJOM* website at <http://explore.tandfonline.com/page/bes/ajom>

Submission Guidelines:

Please follow these guidelines and formatting instructions to prepare your paper. Please read the instructions with great care before making any submissions.

1. Each paper can only be submitted to ONE topic or track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before AFAM 2018 Conference.
3. Paper submissions will be blind reviewed; thus, authors should remove all authors' identifying information, including acknowledgements from the text, and document properties.
4. The paper (title page, abstract, main text, figures, tables, references, etc.) must be in one document created in a PDF format.
5. The maximum length of the paper is 40 pages (including tables, appendices and references). The paper format should follow the *Academy of Management Journal's* style guide.
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, and actual paper can occur after the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.
10. Submissions will be done on-line on the AFAM 2018 conference website, from **30 JANUARY till 31 MAY 2017**.
11. Only submissions in English shall be accepted for review.
12. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference.
13. **RULE OF 3: A participants may be listed as an author or co-author on up to 3 submitted papers.**
14. The deadline is firm and no extensions will be granted.

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

Enquiries:

If you have questions, you may contact any of the following Program Committee members:

Conference Chairs:

Dr. Constant D. Beugré (Delaware State University/USA email: cbeugre@desu.edu)

Dr Judy Muthuri (Nottingham University Business School/UK, e-mail:
Judy.Muthuri@nottingham.ac.uk)

Program Committee:

Dr. Constant D. Beugré, Delaware State University, email: cbeugre@desu.edu

Dr Judy Muthuri, Nottingham University Business School, email:
Judy.Muthuri@nottingham.ac.uk

Dr. Elham Kamal, School of Business, The American University in Cairo, e-mail:
elhamkamal@gmail.com

Dr. Moses Acquaaah, University of North Carolina, Greensboro, e-mail: m_acquaa@uncg.edu

Dr. Abeba Beyene Mangistu, School of Commerce, Addis Ababa University, e-mail:
abebamengistu2011@gmail.com

AFAM Website: <http://www.africa-aom.org>

"Advancing Knowledge and Research in Africa"

