



## AFAM NEWS 17th December, 2019

The Electronic Newsletter of the Africa Academy of Management

### Table of Contents:

1. ABOUT AFAM .....	1
2. AFAM CONFERENCE: Lagos Business School .....	2
3. A NOTE FROM AFAM PRESIDENT .....	3
4. CALL FOR PAPERS: The Tribe and Organizations in Africa.....	4
5. Sustainability as a solution to Global Business challenges .....	10
6. AFAM AOM CALL for PDW Proposals .....	12
7. NEW BOOKS: Managing Chinese – African Business Interactions.....	14

### 1. ABOUT AFAM

AFAM (Africa Academy of Management) is an international group of academics and practitioners who are interested in knowledge about management and organizations in Africa. Alongside AFAM News, we also have a biennial AFAM Conference, the [Africa Journal of Management \(AJOM\)](#), and the AFAM website <https://www.africaacademyofmanagement.org>.

Do you have news that you would like included? Tell the editor about it! We are currently receiving items for the next edition. All items for the newsletter articles need to be in word format. Please bear in mind that we may have to edit your piece to achieve our size and presentation goals. Please feel encouraged to forward this newsletter to all members of your network, and to pass on to the Editor additional email addresses for the mailing list.

**AFAM Membership:** If you have an interest in knowledge about management and organizations in Africa, we invite you to join AFAM. Membership benefits include a subscription to AJOM. To join please visit our website at <https://www.africaacademyofmanagement.org>

Kind regards,

Dr. Nceku Nyathi, Editor AFAM News, Email: [Nceku.Nyathi@dmu.ac.uk](mailto:Nceku.Nyathi@dmu.ac.uk)



## **2. AFAM CONFERENCE: Lagos Business School 2020**

### AFRICA ACADEMY OF MANAGEMENT

5<sup>TH</sup> Biennial Conference January 8-11, 2020

Conference Venue: Lagos Business School Lagos Nigeria

Theme: Globalization, Pan Africanism, and the African Business Climate: Who Wins and Who Loses?

The fifth biennial conference of the African Academy of Management (AFAM) will take place from January 8-11, 2020 at Lagos Business School in Lagos, Nigeria. Consistent with the theme of AFAM2020 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. The conference has exciting 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.

The scholarly and social activities are going to provide 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.

We look forward to seeing you in Lagos, Nigeria.

Conference chairs

**Moses Acquah** (University of North Carolina at Greensboro, USA)

**Benson Honig** (McMaster University, Canada)

### 3. A note from AFAM President

Dear AFAM Members,

Greetings!

I wish you the very best as the year ends. May you enjoy the holidays! As in May and October, I thank you very much for your membership in AFAM. Our membership shows our belief in the transformation of Africa through Management knowledge. I ask that you join me in thanking the executives who are sacrificing their precious time to run the organization.

We are about three weeks away from the 5<sup>th</sup> Biennial conference to be held at Lagos Business School, Pan-Atlantic University, Lagos, Nigeria from January 8-11, 2020. The conference theme is **Globalization, Pan Africanism, and the African Business Climate**. A draft preliminary program is on our website. I apologize for the delay in getting the completed program to you earlier than now. It is because of coordination challenges with our host. Nonetheless, I believe you will find the conference very meaningful and enjoyable. We have exciting activities including symposia, caucus, professional development workshops, and experiential trips. As you prepare to join us in Lagos, Nigeria, for the conference, I suggest you review the travel information (included in this newsletter) about hotel, transport, logistics, and general comport.

I conclude by saying again, THANK YOU VERY MUCH for your membership and involvement in the 5<sup>th</sup> Biennial Conference in Lagos. We really cherish involvement in AFAM. May I encourage you to invite others to join AFAM. The executives and I are determined to fulfil our mission of ADVANCING MANAGEMENT SCHOLARSHIP AND PRACTICE IN AFRICA.



David B. Zoogah, PhD

President  
December 14, 2019

#### 4. CALL FOR PAPERS: The Tribe and Organizations in Africa

##### *Guest Editors:*

**Constant D. Beugré**, Delaware State University; Delaware, USA; **Joseph Eyong**, De Montfort University, Leicester, UK; **Baniyelme D. Zoogah**, Xavier University, Cincinnati, USA.

As a follow-up to the Professional Development Workshop (PDW) on Tribal Identity and the Challenge of Building Inclusive Organizations in Africa, held at the 2019 Annual Meeting of the Academy of Management in Boston, we decided to organize a special issue to explore in-depth the topic of tribal identity, diversity, and inclusion in African organizations. Since the beginning of the 21<sup>st</sup> century, there has been increased interest of management scholars and practitioners in Africa as indicated by conferences, symposia, and academic publications (Nkomo, Zoogah, & Acquah, 2015; Walsh, 2011, 2015; Zoogah, Peng, & Woldu, 2015). One of the key motivations is to understand the continent which is “marked by fast growth, limited growth, or no growth at all, Africa’s business, government, and civil sectors all need world-class management.”<sup>1</sup> As a result, several scholars have called for examining the different factors that may affect institutional and organizational effectiveness in Africa. Among such factors is the tribe (George et al., 2016; Zoogah, 2016) which undergirds not only socio-economic and political interactions but also entrepreneurial, organizational, and relational aspects of management (Zoogah, 2019). As George et al. (2016: 389) indicate, the profusion and diversity of tribes in Africa “raise interesting questions of managing and motivating employees to perform, as well as challenge the assumptions and boundary conditions that underpin constructs such as trust, justice, and identity.”

Africa has the greatest number and variety of tribes in the world. Unfortunately, there is limited research on how they influence organizations. Most scholars have not integrated the tribe in their attempts to understand management in Africa. Hence, the relationship between the tribe and organizations represents a missing link in the management literature on Africa. This is surprising because the tribe is at the center of the life of Africans (Lentz, 1995). It is the daily reality that the tribe represents a ‘salient feature’ in the lives of Africans. For example, within the same nation, ‘tribal affiliations’ often dominate political appointments.

According to the Afrobarometer survey, which has been examining ethnicity<sup>2</sup> since 1999, a significant proportion of respondents (56%) across all the countries surveyed indicate a strong or equal preference for their tribe and nation; about 44% of all respondents in Africa have strong feeling for only the nation ([www.Afrobarometer.org](http://www.Afrobarometer.org)). In fact, the tribal dynamic is such that it not only influences interactions and relations in the workplace, but it also affects cross-country interactions. Some ‘overlapping tribes’ (tribes that were split into different countries) tend to relate with each other more than with other tribes of the same country. For instance, the Akan tribes of Ghana and Ivory Coast were split. Yet, the Akans of Ghana and Ivory Coast tend to relate with each other more than with other tribes of the same country. The same is true for the Kru tribe in Ivory Coast and Liberia. The interactions of the ‘overlapping tribes’ likely have differential effects on organizations.

In the management and organization domain, research has focused on the structural components of ethnicity as a demographic variable in the dominant debate on diversity (see Proudford and Nkomo, 2006). It is only recently that interest in the tribe and its effects on organizational processes and outcomes (George et al., 2016; Zoogah, 2016) is emerging.

<sup>2</sup> It is the only barometer to do so; Asiabarometer ([www.asianbarometer.org](http://www.asianbarometer.org)) and Latinbarometer ([www.latinobarometro.org](http://www.latinobarometro.org)) do not examine ethnicity.

Previous research has shown the dysfunctional aspects of ethnicity or tribes at the national level (Collier, 2007). To some extent, African countries could be construed as ‘social experiments’ because African countries today are collections of tribes that in most instances, do not always share similar values related to government and power structure (Lentz, 1995). In fact, a tribe is a nation. It has a territory, a language, a distinct culture, and an economic and social system (Mathai, 2009). The creation of the African modern ‘nations’ has resulted in the regrouping of these disparate tribes to create nation-states (de Sardan, 1999). The challenge that African nation states face today is how to transform these different tribes into a cohesive group that can harbor a national identity and ensure economic development and prosperity (Ndlovu-Gatsheni, 2008). Echoing Samora Machel, the Mozambican leader, Ndlovu-Gatsheni (2008) argues that “for the nation to live, the tribe must die”, which suggests that the tribe is problematic and antithetical to nationhood. This dysfunctional view of the tribe is opposed by others who present a functional view of the tribe by arguing that tribes are micronations that long existed before nations which arose from the colonial experiment (Mathai, 2009). An area where both the dysfunctional and functional views can be assessed is the organization. For example, creating effective and inclusive organizations in an environment where people have a ‘low-degree’ of national identity represents a daunting task.

Working on samples drawn from several sub-Saharan African countries, Michalopoulos and Paionannou (2015) found that respondents identified with their ethnic group as often as with

the nation, pointing to the salience of ethnicity. It is possible that African organizations rest upon the social psychology originally evolved for tribal life (Cordes, Richerson, McElreath, & Strimling, 2006). Hence, management scholars could research the extent to which tribal identity, for example, affects organizational decisions, such as hiring, demotion or promotion to the extent that attachment to one's tribe could affect employee behavior and actions within organizations (Thomas & Bendixen, 2000; Michalopoulos & Paionannou, 2015). De Sardan (1999) argues that the corruption complex is embedded within the culture of African societies, and is based on logics of negotiation, gift-giving, solidarity network, authority, and redistributive accumulation, such that individuals sometimes engage in corrupt behaviors to avoid shame emanating from ethnic members or groups.

However, given the functionality of tribes among Jews, Chinese, Japanese, British, and Indians (Kotkin, 1993), is it likely that positive behaviors associated with tribes can advance organizations in Africa. How do attitudes and behaviors of tribal members influence cohesion, climate, culture, strategy, and even structures of organizations? How do attitudes such as tribal identity, commitment, and satisfaction influence not only behaviors of employees and groups but also organizational effectiveness? To what extent is human resources effectiveness in organizations dependent on tribal antecedents (e.g., loyalty) and processes? How do philosophies (e.g., tribalism) and mindsets (e.g., 'tribe first, all others second') affect performance, promotion, and interactions of members in the organization? There is evidence that discrimination along tribal lines is prevalent in many African organizations, specifically state-owned organizations and those built by Africans. Kragh (2012) underscores the prevalence of discrimination along tribal lines in Kenya. A direct consequence of tribal identity is nepotism. Although "nepotism is widespread in developing countries where it influences and shapes organizational behaviors and business transactions" (Kragh, 2012, p. 248), it is poorly studied and therefore, poorly understood (Hayajenh, Maghrabi, & Al-Dabbagh, 1994; Vinton, 1998).

Hence, understanding the internal dynamics of how tribes function could provide insights into the inner workings of African organizations. For example, loyalty, identification, reciprocity, and devotion are the cornerstones of the tribe's or clan's survival. Clan members are bound by strong, non-contractual norms (Ouchi, 1980; Chan, 1997). These strong bounds could lead organizational members to espouse the organization's goals and comply with managerial authority. These values are also important in building strong organizations.

In this call for papers, we invite scholars to explore interesting questions around the *tribe and organizations* related to entrepreneurship, international business, strategy, organizational behavior, and human resources management. We believe there are macro, meso, and micro-level issues around the *tribe and organizations* in Africa. Addressing the questions below is

significant and relevant for management knowledge and practice in Africa. The list is only a guide but not exhaustive or exclusive:

1. How does the tribe influence the structural and processual aspects of organizations in Africa?
2. How do managers build inclusive organizations in societies where people tend to remain more loyal to their tribes than their nations?
3. Does tribal identity affect organizational decisions, such as hiring, demotion or promotion?
4. To what extent the ethnic make-up of the top management of an organization affects the hiring process?
5. Are the effects of tribal identity more salient in state-owned enterprises and organizations owned by Africans than in subsidiaries of multinational corporations?
6. How can management scholars conduct meaningful research on this phenomenon and provide guidelines to managers and policy makers to build more inclusive organizations?
7. To what extent and under what conditions can tribal identity be considered a force for good?
8. How could scholars define and operationalize tribal diversity in the African context?
9. How does practical wisdom or knowledge of African tribes apply to management and organizations?
10. How do attitudes (e.g., commitment, loyalty, identification) towards the tribe enhance or impede organizational functioning?
11. How do ethnic norms (e.g., ethnic obligations) influence operations and interactions in organizations?

### **Submission Guidelines and Process**

**Abstract Submissions:** This Call for Papers has adopted a two-stage process. Authors must first submit a **five-page abstract** (double-spaced, 12-inches, New Times Roman, 1-inch margin around the paper with appropriate paragraphing) that specifies the following: 1) research question, 2) hypotheses (for empirical papers) and 3) methodology (for empirical papers). For conceptual papers, we would appreciate clarity on the contribution and model (if any) and how the paper will enhance the science of management. The deadline for submitting abstracts is **June 30, 2020**.

**Full Paper Submissions:** Authors whose abstracts are accepted will be invited to submit full papers. It is expected that the authors at this stage will meet the deadline in order for the Special Issue to meet the publication deadline. Papers should be no more than 10,000 words, including references, tables, figures, and (12000 with appendices). They will be blind-reviewed following the journal's standard review process. Manuscripts should be prepared according to the guidelines of the Africa Journal of Management (AJOM) <https://www.tandfonline.com/action/authorSubmission?show=instructions&journalCode=rajm>  
 20 Authors should refer to the AJOM website for instructions on submitting a paper.

Submission must be done via the Africa Journal of Management Editorial Manager at <http://www.edmgr.com/rajm/default.aspx>. The deadline for submitting full papers is **October 31, 2020**.

The Special Issue's tentative publication date is December 2021. Authors may send queries to the SI editors at [tribeorganizationafricasi@gmail.com](mailto:tribeorganizationafricasi@gmail.com).

### **Africa Journal of Management (AJOM)**

AJOM is published by Africa Academy of Management (AFAM), an affiliate of the US-based Academy of Management. As the first scholarly journal of AFAM, AJOM gives voice to those who are committed to advancing management scholarship, education and practice in or about Africa, for the benefit of all of Africa. The purpose of the journal is to advance management theory, research, education, practice and service in Africa by promoting the production and dissemination of high quality and relevant manuscripts. AJOM welcomes manuscripts that develop, test, replicate or validate management theories, tools and methods with Africa as the starting point. The journal also publishes research notes, book reviews and insights, and comments and debates from readers on published papers or important management questions of the day.

**Founding Editor:** Prof. Moses Kiggundu - Carleton University, Canada **Senior Associate Editor:** Prof. Bruce Lamont - Florida State University, USA

### **References**

- Chan, A. (1997). Corporate culture of a clan organization: A case study of DHL International. *Management Decision*, 35(2), 94-99.
- Collier, P. (2007). Africa's economic growth: Opportunities and constraints. *African Development Review*, 19(1), 6-25.
- Cordes, C., Richerson, P. J., McElreath, R., & Strimling, P. (2006). A naturalistic approach to the theory of the firm: The role of cooperation and cultural evolution. *Papers on Economics and Evolution*, Max-Planck Institute of Economics, 1-22.
- De Sardan, J. O. (1999). A moral economy of corruption in Africa? *The Journal of Modern African Studies*, 37(1), 25-52.
- George, G., Corbishley, C., Khayesi, J. N., Haas, M. R., & Tihanyi, L. (2016). Bringing Africa in: Promising directions for management research. *Academy of Management Journal*, 59(2), 373-399.
- Hayajenh, A. F., Maghrabi, A. S., & Al-Dabbagh, T. H. (1994). Research note: Assessing the effect of nepotism on human resource managers. *International Journal of Manpower*, 15(1), 60-70.
- Kotkin, J. (1993). *The human races: How race, religion and self-identity influence success in the new global economy*. New York: Random House.
- Kragh, S. K. (2012). The anthropology of nepotism: Social distance and reciprocity in organizations in developing countries. *International Journal of Cross-Cultural Management*, 12(2), 247-265.



- Lentz, C. (1995). Tribalism and ethnicity in Africa: A review of four decades of Anglophone research. *Cahiers des Sciences Humaines*, 31(2), 303-28.
- Maathai, W. M. (2009). *The challenge for Africa*. London, England: Routledge
- Michalopoulos, S., & Paionannou, E. (2015). On the ethnic origins of African development: Chiefs and precolonial political centralization. *Academy of Management Perspectives*, 29(1), 32-71.
- Mudimbe, V. Y. (1988). *The invention of Africa* (p. 160). Bloomington: Indiana University Press.
- Nkomo, S. M., Zoogah, D., & Acquah, M. (2015). Why Africa journal of management and why now? *Africa Journal of Management*, 1(1), 4-26.
- Ndlovu-Gatsheni, S. J. (2008). For the nation to live the tribe must die: The politics of Ndebele identity and belonging in Zimbabwe. *Society, state and identity in African history*, 167-200.
- Ouchi, G. W. (1980). Markets, bureaucracies, and clans. *Administrative Science Quarterly*, 25(1), 129-141.
- Proudford, K. L., & Nkomo, S. M. (2006). Race and ethnicity in organizations. *Handbook of workplace diversity*, 323-344.
- Van den Berghe, P. L. (1986). *Ethnicity and the sociobiology debate. Theories of race and ethnic relations*.
- Van den Berghe, P. L. (1973a). *Power and privilege at an African university*. Transaction Publishers.
- Van den Berghe, P. L. (1987). *The ethnic phenomenon*. Westport. Connecticut: Greenwood Publishing.
- Vinton, K. L. (1998). Nepotism: An interdisciplinary model. *Family Business Review*, 11(4), 297-303.
- Walsh, J. P. (2011). Embracing the sacred in our secular scholarly world. *Academy of Management Review*, 36(2), 215-234.
- Walsh, J. P. (2015). Organization and Management Scholarship in and for Africa... and the World. *Academy of Management Perspectives*, 29(1), 1-6.
- Afrobarometer.org
- Zoogah, D. B. (2019). Presidential address: Embracing the secular in our 'sacred scholarly world.' *Africa Journal of Management*, 5(2), 186-214.
- Zoogah, D. B., Peng, M. W., & Woldu, H. (2015). Institutions, resources, and organizational effectiveness in Africa. *Academy of Management Perspectives*, 29(1), 7-31.
- Zoogah, D. B. (2016). Tribal diversity, human resources management practices, and firm performance. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 33(3), 182-196.

## **5. Ann and Jack Graves Foundation Conference Series: SUSTAINABILITY AS A SOLUTION TO GLOBAL BUSINESS CHALLENGES**

### **CONFERENCE CO-CHAIRS: CALL FOR PAPERS/PROPOSALS**

April 16-18, 2020

The University of Texas at Dallas Jindal School of Management

- Habte Woldu, The University of Texas at Dallas
- Mike Peng, The University of Texas at Dallas
- David B. Zoogah, Xavier University
- Agnieszka Skuza, Poznan University of Economics and The University of Texas at Dallas
- Hubert Zydorek, The University of Texas at Dallas

### **CONFIRMED SPEAKERS:**

- Magali Delmas, Professor, UCLA Anderson School of Management and Institute of the Environment and Sustainability
- George Fuller, Mayor, City of McKinney, Texas
- Al Halvorsen, Senior Director, Environmental Sustainability, PepsiCo
- Mike Peng, Jindal Chair and Executive Director, Center for Global Business, The University of Texas at Dallas
- Scott Tew, Executive Director, Center for Energy Efficiency and Sustainability, Ingersoll Rand
- Manish Vyas, President, Network Services, Tech Mahindra

The Sustainable Global Business Initiative of the Ann and Jack Graves Charitable Foundation and the Center for Global Business at The University of Texas at Dallas are pleased to announce that a conference will be held April 16-18, 2020. The conference will bring together like-minded scholars, practitioners, policymakers and students involved in different aspects of sustainability as a solution to global business challenges.

Our conference will cover the fields of sustainability, corporate social responsibility, international business, strategic management, cross-cultural management, technology strategy, and global entrepreneurship from around the world. Examples of possible topics include:

- Technology as an enabler of sustainability
  - Investing in human capital for a sustainable global economy
  - Sustainable energy strategy as a solution for global energy crises • Corporate social responsibility and global stability
  - Health and well-being as enablers of sustainable development
- 
- Sustainable market strategies for the bottom of the pyramid
  - Social entrepreneurship and poverty alleviation programs
  - Food processing initiatives for sustainability in emerging economies
  - Microfinancing as a tool for inclusive development goals
  - Sustainable economic development and social stability in emerging economies
  - Empowering women as a sustainable economic strategy
  - Gender equity and empowering women in business
  - Foreign direct investment and its impact on sustainability
  - The impact of South-South trade agreements as an alternative to current global trade
  - Sustainability in global supply chain management

We invite you to submit papers (maximum 40 pages all inclusive with double-spaced text, following *Academy of Management Journal* guidelines) OR proposals (5 single-spaced pages all inclusive, following Strategic Management Society conference guidelines), especially from junior scholars/doctoral students.

In addition to research presentations, the conference will feature: (1) keynote speeches, (2) a “meet the editors” session, (3) a “how to develop your papers” session, and (4) a practitioner/policymaker panel.

#### Key Dates:

- Submission deadline: Monday, January 20, 2020
- Author notification of acceptances: Monday, February 17, 2020
- Registration deadline: Monday, March 16, 2020 (one author for each accepted paper/proposal must register by this deadline.)

#### Conference Dates

- Thursday, April 16, 2020 (evening reception at the Hyatt Regency North Dallas) •
- Friday, April 17, 2020 (full day on campus)
- Saturday, April 18, 2020 (conclude after lunch on campus)

The official conference hotel: Hyatt Regency North Dallas, 701 East Campbell Road, Richardson, TX 75081. A block of rooms has been reserved for conference participants.

(NOTE: The conference will be held on the UT Dallas campus, not at this hotel. Shuttle service will be provided between the hotel and campus.)

Conference registration fee: \$150 / \$75 (for students). The registration fee covers conference materials, refreshments, reception (April 16), two breakfasts and two lunches (April 17 and 18), but not accommodation and travel costs.

To submit paper/proposal: <https://jindal.utdallas.edu/events/global-business-conference/>  
To register: <https://jindal.utdallas.edu/application/global-business-conference-registration/> (to be activated in February 2020)

**CONTACT:** Shakiba Rezaei, Center for Global Business Coordinator, Jindal School of Management 4.407, UT Dallas, (972) 883-5045, [shakiba.rezaei@utdallas.edu](mailto:shakiba.rezaei@utdallas.edu)

## **6. AFAM AOM Call for PDW Proposals**

**PDW Co-Chairs:**

**Faith Ngunjiri, Concordia College, [wamburangunjiri@gmail.com](mailto:wamburangunjiri@gmail.com)**

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

### **2020 Professional Development Workshops: Call for Proposals**

[The African Academy of Management \(AFAM\)](#)([link is external](#)) invites submissions for Professional Development Workshops (PDW's) at the 2020 Annual Meeting in Vancouver (Canada).

The workshops will take place Friday, August 7 and Saturday, August 8, 2020

We encourage members of all Academy divisions, interest groups, and theme committees to submit PDW proposals that explore the African dimensions of management theory and practice and integrate the theme of [“2020: Broadening our Sight”](#).([link is external](#)) We look forward to proposals that advance knowledge and scholarship in the theory and practice of management among African scholars and/or academics interested in management and organization issues in Africa.

Clearly, as the Program Chair for AOM 2020 states, “the most pressing challenges of the 21<sup>st</sup> century are directly or indirectly related to management and organizations: conflict,

discrimination, corruption, wellbeing, economic opportunity and equality, and climate change” —these issues plague the continent and her diaspora in damaging ways. We invite proposals that broaden our sight “to overcome dichotomies and avoid zero-sum propositions” to create actionable knowledge that will have an impact for individuals, organizations, societies and the field of management in the African context. In line with AFAMs primary role of helping members of the Academy “perform and support educational activities that contribute to intellectual and operational leadership in the field of management within the African context.” defined broadly to include “all of Africa and individuals of African descent in the Diaspora - i.e., Caribbean, South America, Europe, Asia, Oceania, Middle East, and North America”—we invite innovative and interactive proposals that answer questions such as these:

- How can we integrate qualitative/quantitative and micro/macro methodologies, theories and domains that will support the production of impactful knowledge for Africa?
- How can we have impact on both the academy and the world of organizations?
- How can we value different types of publications that target the academy and practitioners as stakeholders focusing on the African context?
- How can we find convergence and interdisciplinary collaborations to tackle theoretical and practical problems?
- How can we balance scientific rigor with the demand for quick publications? How can we ensure that our publications are accessible to those who need them most – academics and practitioners based in institutions in Africa and the Diaspora?
- How can organizations operating in the continent be sustainable in both environmental and financial terms?

**The goals for our PDWs include:**

- Helping Academy members become exposed or provide exposure to scholarship in the African context
- Assisting Academy members in their research activities to facilitate the inclusion of research and comparative studies on Africa/African Diaspora
- Encouraging and facilitating an understanding of African management practices and cultural perspectives as they apply to management scholarship

A PDW is a platform for colleagues to share knowledge and expertise and foster the development of workshop participants. Coordinated by the Academy's many divisions, interest groups, affiliated societies and theme committees, PDW sessions are different from regular academy sessions in that they can have a longer time frame and can take many forms (workshops, interactive symposia, tutorials, breakout sessions, debates, case studies, round tables, research incubators, etc.).

All proposals require a statement indicating that all PDW participants have consented to participate in the PDW. The AOM's "Rule of Three" for the PDW program is that "no one may submit or be associated with more than 3 PDW submissions, or appear in more than 3 PDW sessions during the preconference from Friday to Saturday, regardless of whether the sessions are held on-site or off-site." Proposals that violate these rules may be rejected. Space and time allotted for PDW sessions is limited; we cannot guarantee acceptance of all proposals. The minimum duration a submitter may request in the submission system for a PDW submission is 2 hours.

Acceptance of proposals for AFAM PDWs will be based on (a) relevance to the interests of AFAM's membership; (b) novelty and creativity; and, (c) plans for creating an interactive and engaging session. We further welcome proposals that are of interest to members of other AOM divisions (e.g., ENT, BPS, OT, OB, PNP, etc.) and committees (e.g. ITC, D&ITC,PTC, etc.), although that is not a requirement for acceptance. Please indicate in the submission document what divisions and interest groups may be suitable as potential co-sponsors.

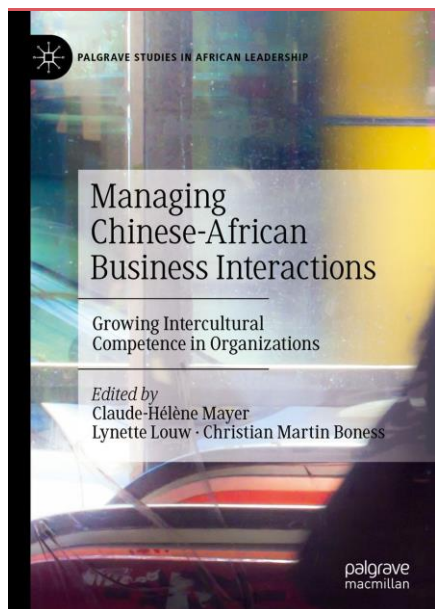
The Academy and AFAM, strongly encourages PDWs that create a meeting place between practitioners and academics, between members of different divisions, and scholarly dialogue that is inclusive of scholars based in Africa and/or those that reside outside of the USA, Canada, and Europe.

**The deadline for submissions is Tuesday, January 14, 2020 at 5:00 PM ET (NY Time)**

All submissions must be made online via the AOM [submissions system](#)([link is external](#)). If you have any questions regarding PDW sessions or you would like to discuss your PDW idea prior to submission, please contact the **AFAM PDW Chairs**,

**Faith Ngunjiri**, [wamburangunjiri@gmail.com](mailto:wamburangunjiri@gmail.com)([link sends e-mail](#))and **Sherwat Ibrahim**, [sherwat@aucegypt.edu](mailto:sherwat@aucegypt.edu)([link sends e-mail](#)) at your earliest convenience, but preferably no later than January 5th, 2020. We look forward to receiving your proposal.

**7. New Book: Managing Chinese-African Business Interactions: Growing Intercultural Competence in Organizations Series: Palgrave Studies in African Leadership**



Explores intercultural collaboration between Chinese and African workers More than 20 case studies cover relationships spanning industries and countries  
Offers research-based intercultural, culture-specific business leadership knowledge which can be used easily by students, lecturers, and organizational leaders This book provides deep insights into intercultural collaboration among business partners, employees, managers, and entrepreneurs in Chinese-African professional interactions. It presents cultural and theoretical knowledge on Chinese and African management, leadership, and philosophy. Chinese and African scholars and professionals share their insights into how to address intercultural management challenges proactively and successfully. The cases provide insights into a wide variety of industries and offer actual scenarios studied in governmental, parastatal, and private Chinese-owned organizations in twelve African countries. This book will benefit a broad readership including scholars in employment relations and business management as well as African and Chinese collaborators in academia, government, NGOs and industry.

Claude-Hélène Mayer, Lynette Louw, Christian Martin Boness (Eds.)

---

Order online at [springer.com](http://springer.com) / or for the Americas call (toll free) 1-800-SPRINGER / or email us at: [customerservice@springernature.com](mailto:customerservice@springernature.com). / For outside the Americas call +49 (0) 6221-345-4301 / or email us at: [customerservice@springernature.com](mailto:customerservice@springernature.com). The first € price and the £ and \$ price are net prices, subject to local VAT. Prices indicated with [1] include VAT for books; the €(D) includes 7% for Germany, the €(A) includes 10% for Austria. Prices indicated with [2] include VAT for electronic products; 19% for Germany, 20% for Austria. All prices exclusive of carriage charges. Prices and other details are subject to change without notice. All errors and omissions excepted. [3] No discount for MyCopy.