



# Africa Academy of Management Newsletter

## **AFAM Mission:**

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

## **AFAM 6th Biennial Conference**

**Theme:**

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

**Dates: 8-10 January, 2022    Venue: The German University in Cairo, Egypt.**

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

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

- a) What role does management education play in preparing responsible and ethical leaders?
- b) How are African institutions and organizations responding to, and preparing for, the realities and challenges of climate change and other grand challenges?
- c) How can African countries and communities become resilient in the face of the volatile, uncertain, and complex environment in which we are living?
- d) How are different types and sizes of businesses in the continent responding to, and mitigating against climate change? How are they engaging their various stakeholders in their sustainability efforts?

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October 17, 2020

Dear AFAM Members,  
Greetings!

I hope you are all doing well in this era of COVID-19. Please try to keep yourself safe! You matter so much to yourself, family, school, and AFAM!

I write for two reasons. First, I want to check on you as a member of the AFAM family which is in the spirit of our relational humanism to be there for each other. Each of us is because we are!

Second, I want to briefly update you on what AFAM has been doing. Obviously, the pandemic halted the activities of organizations and nations. We are no exception. Given the uncertainty associated with COVID-19, we do not know how things will be in 2022. Nonetheless, we are still planning our biennial conference to be held in Cairo, Egypt, in January 2022. Please look out for the call for papers which has been distributed and included in this newsletter. Our partners in Egypt are working diligently with us to ensure the conference is successful. As you prepare to submit, please encourage others to join you in submitting their papers and reviewing for the conference when the submission system is opened in January. We expect it to be as successful, if not better, than previous conferences.

In addition to the conference, the executives have embarked on a strategic initiative for the next decade. Termed **AFAM2030**, it will be the guide to our discourse and activities for the next ten years. Obviously, we will need your feedback and involvement in the activities that emerge from the strategic initiative. We hope you will respond when called upon. We began implementing one of the plans – Potential Optimization of members. It will involve the use of webinars to train and development members. Our first webinar, a dry run, was held on Sept 4, 2020. It focused on the Covid19 Pandemic - **Managing and Leading Educational Institutions in Africa During Covid19** - and involved Deans and Vice Chancellors from African Universities. We expect to build on this in 2021.

Let me conclude by saying THANK YOU VERY MUCH for your membership and involvement in AFAM. AFAM really cherishes your engagement. May I encourage you and your colleagues to be active members of AFAM. It is through active involvement that we can make AFAM a transformative organization. I also want to thank those who were able to participate in our first webinar. I hope you will participate in future webinars that are being planned.

David B Zoogah, PhD

President



*David B. Zoogah - President*

## Call For Papers:

6th Biennial Conference of the Africa Academy of Management on Management Praxis in the African Context: Sustainability, Responsibility and Ethics. 8-10 January, 2022: Venue: The German University in Cairo, Egypt.

Conference themes are *Public Policy, Administration and Non-Governmental Organizations*.

### Conference Tracks

1. Organizational Behavior and Human Resource Management
2. Strategy and International Management
3. Entrepreneurship and Small Business
4. Social Issues in Management
5. Sustainability and Green Management
6. Management Practice

### Track 4: Strategy and International Management

**Chairs:** Tahiru Liedong, University of Bath, UK ([T.A.Liedong@bath.ac.uk](mailto:T.A.Liedong@bath.ac.uk))

The Strategy and International Management track welcomes conceptual and empirical papers that focus on all areas of strategy and international management in an African context both in the private and public sector; and a comparative analysis of the African environment with other regions of the world. Papers focusing on supply chain management and technology strategy should also be submitted to this track.

### Track 5: Social Issues in Management

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

The Social Issues in Management track explores the extent to which management research can be used to address social issues, such as poverty, inequality, healthcare, armed conflict, disputes, sustainable development, and child labor in the African context. We also examine how social issues can integrate the management of 'unrealistic' expectations from different social groups including unions, students and teachers.

### Track 6: Sustainability and Green Management

**Chair:** Ali Awani, American University in Cairo, Egypt ([ahawani@aucegypt.edu](mailto:ahawani@aucegypt.edu))

The Sustainability and Green Management track welcomes conceptual and empirical papers that focus on all areas of sustainability – economic, social, and environmental – in an African context both in the private and public sector. Studies that compare the African context with other regions

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e) In what ways can leadership development help to prepare responsible ethical leaders?

f) How is sustainability and ethics reflected in public policies in Africa? How can public policy initiatives advance sustainability in management education and practice in the continent?

g) What is the role of African leaders and managers in addressing inequalities based on gender, ethnicity, class and sexual orientation? How can management help governance in Africa through leadership, values, ethics, and culturally-appropriate practices to transform the African enterprise?

### Submission Tracks

#### Track 1: Entrepreneurship and Small Business

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

The Entrepreneurship and SME track welcomes both empirical and conceptual papers examining issues relating to emergence, growth, innovation and sustainability in both entrepreneurial, family, and small business research in Africa and a comparative analysis of the African context with other parts of

the world.

#### Track 2: Organizational Behavior and Human Resource Management

**Chair:** Bella Galperin, University of Tampa, USA ([bgalperin@ut.edu](mailto:bgalperin@ut.edu))

This track welcomes conceptual and empirical papers including all aspects of both organizational behavior and human resource management, preferably in an African context, and a comparative analysis of the African context with other parts of the world.

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

**Chair:** Jean Kabongo, University of South Florida Sarasota-Manatee, USA ([jkabongo@sar.usf.edu](mailto:jkabongo@sar.usf.edu))

This track encourages conceptual and empirical papers that investigate any aspect of public and non-governmental organizations. The papers may address topics related to any of the following: public governance; public service quality including health administration and management; public management; E-government; public administration and policy; educational leadership; non-governmental organizations; stakeholder engagement; and public-private partnerships.

**Submission Tracks**  
(Continued from Page 3)

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

**Chair:** Menatallah Samir Darrag,  
Germany University in Cairo, Egypt.  
([menatallah.darrag@guc.edu.eg](mailto:menatallah.darrag@guc.edu.eg))

Submissions can either be a proposal for a structured discussion on a topic of common interest, or a workshop aimed at providing a forum through which conference participants can engage with each other. PDW sessions will not appear in the proceedings. Submissions should describe the activities, goals, and time/equipment required.

**Track 8: Management Practice**

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

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



**Track 9: Doctoral Consortium & Junior Faculty Consortium**  
**Chairs:** Hermann Ndofor, Indiana University, USA ([hndofor@iu.edu](mailto:hndofor@iu.edu))

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

**These consortia, which will be held on 7th January 2022,** are designed to provide ideas, tools, and strategies to be successful in academia by drawing upon the experi-

ences of renowned senior faculty

colleagues. Sessions will be structured as roundtable discussions to facilitate additional development and coaching.

This is also an excellent way for doctoral students and junior faculty members to become involved in AFAM. These sessions will not appear in the proceedings. Queries about the consortium should be sent to Hermann Ndofor ([hndofor@iu.edu](mailto:hndofor@iu.edu)) or Amanuel Tekleab ([atekleab@wayne.edu](mailto:atekleab@wayne.edu)).

**CONFERENCE PROCEEDINGS**

**Proceedings Editor:** Dorothy Mpabanga, University of Botswana, Botswana ([dorothym366@gmail.com](mailto:dorothym366@gmail.com))

Accepted papers may be published in the Best Paper Proceedings of the Conference. There will be a **best paper award** for each track. Winners will receive a certificate and the paper will be highlighted in the conference program. Best papers will also be considered for publication in the *Africa Journal of Management* (AJOM) subject to the journal's blind review process.

Please check the AJOM website at <https://www.tandfonline.com/toc/rajm20/current>

## Submission Guidelines:

6th Biennial Conference of the Africa Academy of Management



Please follow these guidelines and formatting instructions to prepare your paper.

1. Each paper can only be submitted to **ONE** track. If a proposed idea does not seem to fit any of the tracks described above, authors should contact the **Program Co-Chairs: Samuel Aryee** ([s.aryee@surrey.ac.uk](mailto:s.aryee@surrey.ac.uk)) and **Lilian Otaye-Ebede**, University of Liverpool Management School (email: [L.E.Otaye@liverpool.ac.uk](mailto:L.E.Otaye@liverpool.ac.uk)). Your submission will be directed to the most appropriate track.
  2. All papers and proposals should be submitted electronically via the conference website at [www.africaacademyofmanagement.org](http://www.africaacademyofmanagement.org)
  3. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before the AFAM 2022 Conference.
  4. Paper submissions will be blind reviewed. Authors should therefore remove all author-identifying information, including acknowledgements from the text, and document properties.
  5. The paper (title page, abstract, main text, figures, tables, references, etc.) must be in one document created in a PDF format.
  6. The maximum length of a paper must be 40 pages (including tables, appendices and references). The paper format should follow the *Africa Journal of Management's* style guide (APA Style Guide 6th Edition) (<https://www.tandfonline.com/action/show=instructions&journalCode=rajm20>).
  7. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
  8. Number all the pages of the paper.
  9. No changes in the paper title, abstract, authorship, and actual paper can occur **after** the submission deadline.
  10. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.
  11. Submissions will be done on-line on the AFAM 2022 conference website, from **January 30, 2021 - April 30, 2021. All submissions must be submitted by the deadline of April 30, 2021.**
  12. Only submissions in English will be accepted for review.
  13. Once a submission is accepted, all panelists in a PDW/Caucus and Symposia, and at least one author of each co-authored paper must register for the conference by **September 30, 2021.**
- If authors/panelists do not register by the deadline, their submissions will **not** be included in the **Conference Program or Proceedings.**
14. RULE OF 3: A participant may be listed as an author or co-author on up to 3 submitted papers.
  15. Those submitting work to the conference are expected to serve as reviewers and are invited to register as both an author and reviewer on the conference website.  
NOTE: Papers that do not follow these formatting instructions **WILL NOT** be sent out for review.

### The tentative conference schedule is as follows:

Paper, Symposia, and PDW Submissions— April 30, 2021

Notification of Acceptance – June 30, 2021

Proceedings Submission: July 15, 2021

### ENQUIRIES

Enquiries about the conference may be directed to the:

### Program Co-Chairs:

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

### Local Organizing Committee (German University in Cairo):

1. Ahmed Amin  
([ahmed.aminmohamed@guc.edu.eg](mailto:ahmed.aminmohamed@guc.edu.eg))
2. Nancy Bouchra  
([nanacy.bouchra@guc.edu.eg](mailto:nanacy.bouchra@guc.edu.eg))
3. Hania Morsy  
([hania.morsy@guc.edu.eg](mailto:hania.morsy@guc.edu.eg))

AJOM Latest Issue: Volume 6, 2020 - Issue 3: Multilevel perspectives on leadership in the African context



#### Editorial:

Michael A. Abebe, Amanuel G. Tekleab & Augustine A. Lado (2020) Multilevel perspectives on leadership in the African context, *Africa Journal of Management*, 6:3, 145-160, DOI: [10.1080/23322373.2020.1779575](https://doi.org/10.1080/23322373.2020.1779575)

#### Research Articles:

Baniyelme D. Zoogah & James B. Abugre (2020) Restorative followership in Africa: Antecedents, moderators, and consequences, *Africa Journal of Management*, 6:3, 161-193, DOI: [10.1080/23322373.2020.1777818](https://doi.org/10.1080/23322373.2020.1777818)

Mazanai Musara & Cecile Nieuwenhuizen (2020) Informal sector entrepreneurship, individual entrepreneurial orientation and the emergence of entrepreneurial leadership, *Africa Journal of Management*, 6:3, 194-213, DOI: [10.1080/23322373.2020.1777817](https://doi.org/10.1080/23322373.2020.1777817)

Baniyelme D. Zoogah (2020) Companionate leadership: A *shemswian* perspective, *Africa Journal of Management*, 6:3, 214-247, DOI: [10.1080/23322373.2020.1779944](https://doi.org/10.1080/23322373.2020.1779944)

#### AFAM Members Only:

If you missed an email detailing how to access the AJOM journal from Taylor & Francis (T&F) when they first set up your journal order, please follow the simple steps below to begin enjoying reading the journal online.

#### Steps to access AJOM Online:

All paid AFAM members need to register an account in T&T website in the first instance using only the email address associated with your online AFAM membership account: <https://www.africaacademyofmanagement.org/user/login>.

Once in [www.tandfonline.com](http://www.tandfonline.com), click into 'Register' top right of the screen. Your email is your username. Set a unique password.

Once you have completed this step you will receive a validation email. Please add '@tandfonline.com' to your safe senders list to ensure these types of emails are not sent to your spam folder or blocked by your service provider.

Once you have successfully registered and 'logged in' click into 'Your Account' under your name at the top of the page. On the drop-down

arrow you will see 'Account settings' click into this. Then click into 'Access entitlements' to the left of your screen. You will then see the journal title, click into this and you will be taken to the volumes/issues.

Please note that T&F cannot delivery hard copy journals to you if your personal information on AFAM website is not up to date. We kindly request all members to always keep your information updated whenever new changes occur. This includes those who have completed their PhDs as it affects your membership types!

If you do not wish to receive hard copies of the journal, kindly email the membership coordinator: [judy.muthuri@nottingham.ac.uk](mailto:judy.muthuri@nottingham.ac.uk).

Thank you for your support.

Dr. Judy Muthuri  
AFAM Membership Coordinator

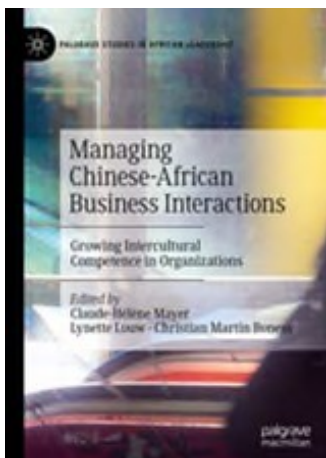
## Palgrave Studies in African Leadership

Almost every continent has solid representation in the field of leadership studies except for Africa, despite its rapid growth. A ground-breaking series, Palgrave Studies in African Leadership fills a gap in the production of knowledge and scholarly publishing on Africa and provides a much needed outlet for the works of scholars interested in African leadership studies around the world. Where many studies of leadership in Africa focus solely on one country or region, this series looks to address leadership in each of the different regions and countries of the continent.

This comes at a time when business and academic discourse have begun to focus on the emerging markets across Africa. The wide-ranging scholarly perspectives offered in this series allow for greater understanding of the foundation of African leadership and its implications for the future.

Topics and contributors will come from various backgrounds to fully explore African leadership and the implications for business, including scholars from business and management, history, political science, gender studies, sociology, religious studies, and African studies. The series will analyze a variety of topics including African political leadership, women's leadership, religious leadership, servant leadership, specific regions, specific countries,

specific gender categories, specific business entities in Africa, and more.



## Palgrave Studies in African Leadership

### Recent publications

### Other titles include:

Leading an African Renaissance: Opportunities and Challenges

LEAD: Leadership Effectiveness in Africa and the African Diaspora

Transformative and Engaging Leadership: Lessons from Indigenous African Women

**If you'd like to propose a volume, please contact the series editors for more information.**

## ANSES launches Social Entrepreneur Series

ANSES (African Network of Social Entrepreneurship Scholars) is an academic network committed to enabling the capacity of scholars to conduct research on social entrepreneurship in Africa.

To this end, ANSES has put together a webinar series and invites you to sign up. While mainly targeted at social entrepreneurship scholars, the webinar series is open to anyone who wishes to attend. The series is sponsored by VLIR-UOS' Social Enterprise project, which is a collaboration between the University of Pretoria and KU Leuven.

The ANSES webinar series comprises the following 4 webinars:

*Winning recipes for high-impact research.* Speaker: [Sophie Bacq](#). Monday 28 September 2020, 16:00-17:30 SATS.

*Publishing in academic journals: qualitative studies.* Speaker: [Michael Roy](#). Thursday 8 October 2020, 16:00-17:30 SATS.

*Publishing in academic journals: quantitative studies.* Speaker: [Tom Lumpkin](#). Thursday 12 November 2020, 16:00-17:30 SATS.

*Conducting a literature review and how to get it published.*

Speaker: [Johan Bruneel](#). Thursday 3 December 2020, 16:00-17:30 SATS.

To register, please fill in this form: <https://forms.gle/fzRjFz1pY8S3fUUt9>

## ANSES

### Membership

ANSES also encourages those who are interested to sign up for **ANSES membership** (at the bottom of the same webinar registration form), which is free-of-charge this year. Feel free to extend the invitation to others (I attach here an introduction about our network). Should you have any queries, you can get in touch at [anses@up.ac.za](mailto:anses@up.ac.za).

## AFAM Members Publication News

**Dr Françoise Chevalier** of HEC Paris is glad to share information on recent publications:

One chapter in English, and a book in French. Both are addressing *Research Questions in the African context*.

F. Chevalier & E. Kamdem, 2019 « Field Research and Grounded Theory : An Avenue for Future Research in Africa » in *Advancing African Knowledge Management and Education*, H. Kazeroony, A. Stachowicz-Stanusch, & W. Amann, (Eds), Information Age Publishing, USA, pp. 81-98

E. Kamdem, F. Chevalier & M. Payaud (Eds), 2020, *La recherche enracinée en management : contextes nouveaux et perspectives nouvelles en Afrique*, Editions EMS, Caen, France

Our member **Judy N. Muthuri** at Nottingham University Business School, UK has published the Africa edition - the second in the series discussing challenges and efforts of BOP markets around the world.

**Muthuri, J.N.**, Arnold, M., Gold, S., & Rueda, X. (eds) (2020). *Frugal Innovation in the Base of the Pyramid Markets in Africa: Innovation and Challenges to Sustainability*, Routledge, United Kingdom. <https://www.amazon.co.uk/Base-Pyramid-Markets-Africa-Sustainability/dp/1138389110>

### Congratulations

**Anna Kim** (Assistant Professor, Strategy & Organization — Sustainability at **Desautels Faculty of Management** McGill University)

Eivor Oborn, Michael Barrett, Wanda Orlikowski, & **Anna Kim**:

**2020 OCIS Best Published Paper Award, 1st runner up**, Organizational Communication & Information Systems (OCIS) Division, Academy of Management.

Anna Kim has also published the following paper

Oborn, E., Barrett, M., Orlikowski, W., **Kim, A.** (2019) "Trajectory dynamics in innovation: Developing and transforming a mobile money service across time and place." *Organization Science*, 30 (5): 1097 –1123.

This paper draws upon our field study of mobile money service innovation in Kenya. Anna Kim is delighted that a paper based on Africa was recognized at the

If you have news to share with AFAM Members, please email:

Dr. Nceku Nyathi  
Royal Holloway, University of London.  
School of Business and Management  
AFAM Communications Chair  
Email: [Nceku.Nyathi@rhul.ac.uk](mailto:Nceku.Nyathi@rhul.ac.uk)