



**Africa Academy of Management (AFAM)**

Advancing Africa through  
Management Knowledge and Research

# **3<sup>rd</sup> Biennial Conference**

**January 5-10, 2016**

Hosted by: **Strathmore Business School**  
**Nairobi, Kenya**



## **Conference Programme**



[www.africaacademyofmanagement.org](http://www.africaacademyofmanagement.org)





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# Welcome!

Dear Conference Participants,

The Africa Academy of Management in collaboration with Strathmore Business School welcomes you to Nairobi, Kenya and we say - JAMBO! KARIBU KENYA! Thank you for being part of this conference. In the national language—Kiswahili—this truly means welcome from the heart, and with it go the infectious smiles and instantaneous hospitality of the Kenyan people. Nairobi is a city of diverse ethnic composition, where the different cultures are put into a single melting pot to produce a hybrid, cosmopolitan, globalized vibe.

Africa's image has recently taken a positive turn to attract headlines, such as Lions on the move: The Progress and Potential of African Economies (McKinsey, 2010); Africa Rising (The Economist, 2011); and, Cracking the Next Growth Market: Africa (Harvard Business Review, 2011). This African renaissance presents both challenges and opportunities for management scholars. It also presents an opportunity for management scholars to reflect upon the meaning of these challenges and opportunities for theory and practice.

In accordance with the theme of the conference, Managing Africa's Future: Prospects and Challenges, we are excited and looking forward to engaging conceptual and empirical papers, symposia, professional development workshops, a doctoral and junior faculty consortium, and discussions on topics that engage with how management of organizations and knowledge could be harnessed to propel Africa's future and prospects. Along with the intellectually invigorating discussions, we have plans for visits to local business entities as well as some fun times to enjoy Nairobi's vibe and off course, a visit to this city must include appreciating nature—either next door at the Nairobi National Park, the only national park located within the boundaries of a city, or further out to one of the other game-filled parks around the country. Please, peruse the conference website for more details about the site visits, and recommendations for tour operators to help you organize your own national park visits.

We realize that some of you might be a little wary of visiting Kenya after the terrorist attacks at Garissa University College. The local organizing committee has assured the planning committee that security has been beefed up at Strathmore University and around the country. Further, as we continue to monitor the situation, we have noticed several other conferences taking place without a hitch, including the IAABD held from May 11th also at Strathmore University. The recent visit by the Secretary of State John Kerry, President Bill Clinton, and the visit by President Obama in July assure us that the government is taking the steps necessary to secure the capital city and other parts of the country.

We invite you to explore, engage, have fun and be our guest at this AFAM 3rd Biennial Conference. Once again, KARIBU NAIROBI!

## Conference Chairs:

### Dr. Elham Metwally

School of Business

The American University in Cairo, Egypt

Email: [elhamkamal@gmail.com](mailto:elhamkamal@gmail.com), [ekm@aucegypt.edu](mailto:ekm@aucegypt.edu)

### Dr. Nceku Nyathi

Graduate School of Business

University of Cape Town, South Africa

Email: [nceku.nyathi@gsb.uct.ac.za](mailto:nceku.nyathi@gsb.uct.ac.za)



## 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 the Academy of Management to offer faculty development workshops in Ghana, Rwanda, and South Africa during the past three years.





## About Our Hosts: Strathmore Business School

SBS was established in March 2005 to provide postgraduate leadership and management training to institution leaders in the East, Central and Southern African region and to promote good management as a tool for dynamic business and economic growth. SBS has grown to become one of the premier business schools in the East and Horn of Africa region. The over-arching Mission of Strathmore Business School is Service to Society through international executive management and leadership capacity. SBS envisions becoming a top business school in Africa that influences leadership of public and private sectors in the continent. Strathmore Business School is a natural fit to host the Strathmore leadership Centre because Strathmore Business School has specialized specifically on developing Leadership capacity in the Eastern Africa Region.

The leadership training and support services offered by Strathmore Business School are unrivalled in the region. Since its inception in 2006, SBS has trained over 600 business leaders in the MBA program where 5 years managerial experience is a pre-requisite for admission. In the short leadership programs where customized programs are created for different levels of leadership in institutions, SBS has trained over 1,500 executive and middle level managers in private and public sector.

SBS also delivers high level customized training to executives of business organizations, government institutions as well as Non-Governmental Organizations. This is done through the SBS Corporate Academy which addresses specific challenges faced by an institution's leadership.

### Mission

Our mission is "service to society through developing virtuous leaders by providing world-class executive management education in a local setting".

### Vision

"To be a premier business school in Africa with international repute"

### Values

In carrying out its mission and pursuing its vision, SBS is guided by the following values:

- **Wisdom:**  
In the combination of knowledge and experience, we develop the whole person within a framework of ethics to attain unity of life.
- **Excellence:**  
Convinced that our success is only measureable in the calibre of our graduates, we continuously seek improve them and ourselves in work well done in an atmosphere that nourishes our spirit and intellect.
- **Trailblazing:**  
We commit to pioneering world-class standards in executive management education, research and application of business knowledge.

### International Partnerships and Memberships

SBS is a member of two world-renowned accreditation bodies: European Foundation for Management Development (EFMD) and the Association to Advance Collegiate Schools of Business (AACSB). SBS is also a member of the Association of African Business Schools (AABS).

Our partners include: IESE Business School (one of the leading business schools in world), Lagos Business School (Nigeria), Gordon Institute of Business Sciences (GIBS), Harvard Business School (USA), Wharton Business School (USA) and Antai College of Economics & Management (China). SBS's partnership with IESE involves mentoring, training and exchange of academic and professional staff.



# AFAM Executive Committee

**Dr. Stella Nkomo: President**

University of Pretoria, South Africa

**Dr. David Zoogah: Secretary**

Earl Graves School of Business, Morgan State University, USA

**Dr. Moses Acquah: Treasurer**

Bryan School of Business and Economics, University of North Carolina at Greensboro, USA

**Dr. Elham Metwally: Program Committee Co-Chair**

School of Business, The American University in Cairo, Egypt

**Dr. Nceku Nyathi: Program Committee Co-Chair**

University of Cape Town, South Africa

**Dr. Eileen Kwesiga: Program Committee Member**

Bryant University, USA

**Dr. Judy Muthuri: Membership Coordinator & Program Committee Member**

Nottingham University Business School, UK

**Dr. Constant D. Beugré: Program Committee Member**

Delaware State University, USA

**Dr. Karel Stanz: Funding Coordinator**

University of Pretoria, South Africa

**Mr. Lance Stringer: IT Coordinator**

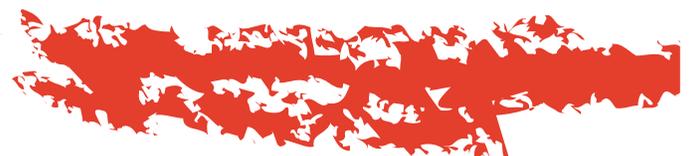
Graduate School of Business, University of Cape Town, South Africa

**Dr. Benson Honig: Liaison**

McMaster University, Canada

**Dr. Faith Wambura Ngunjiri: Communications Coordinator**

Concordia College, USA





# AFAM Conference Program Committee

**Dr. Elham Metwally**

School of Business, The American University in Cairo, Egypt

**Dr. Nceku Nyathi**

University of Cape Town, South Africa

**Dr. Moses Acquah**

Bryan School of Business and Economics, University of North Carolina at Greensboro, USA

**Dr. Eileen Kwesiga**

Bryant University, USA

**Dr. Judy Muthuri**

Nottingham University Business School, UK

**Dr. Constant D. Beugré**

Delaware State University, USA

## Local Arrangements Committee in Strathmore Business School

**Dr. Fredrick Onyango Ogola**

Local Chair

**Ms. Christine Mbwayo**

Communication Manager

**Ms. Diana Mutua**

Marketing and Events Associate

**Ms. Gladys Wanyoike**

Marketing and Events Associate

**Ms. Peris Thiongo**

Operations and Events Associate

**Mr. Brian Muthaiga**

IT Assistant

**Ms. Martha Ogonjo**

Executive Assistant, Deans Office

**Ms. Tracy Nduta**

Communication Associate



# AFAM 2016 Conference Track Chairs

## Dr. Benson Honig

Teresa Cascioli Chair in Entrepreneurial Leadership,  
DeGroote School of Business McMaster University, Canada

**Track 1: Entrepreneurship and Small Business**

## Dr. Jenny Hoobler

Professor of Human Resource Management, University of Pretoria, South Africa

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

## Dr. Tarek Hatem

Professor of Strategic Management and Entrepreneurship,  
Director of Entrepreneurship and Leadership Unit, School of Business,  
The American University in Cairo, Egypt

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

## Dr. Amon Chizema

Professor of Corporate Governance & Strategy, Birmingham Business School,  
University of Birmingham, UK

**Track 4: Strategy and International Management**

## Dr. Akhentoolove Corbin

Lecturer, Department of Management Studies,  
University of the West Indies, Cave Hill Campus, Barbados

**Track 5: General Management**

## Dr. Constant Beugre

Professor of Management & Entrepreneurship  
Department of Business Administration  
Delaware State University, USA

**PDW/Caucus**

## Dr. David Zoogah

Associate Professor, School of Business and Management, Morgan State University, USA

**Doctoral Consortium & Junior Faculty Consortium**





## Why Nairobi?



Kenya's capital city, Nairobi has very attractive areas to see including the National Park Giffafe Center, and shops with unique Africa artifacts. .

### About Kenya

Kenya a founding member of the East African Community (EAC). Its capital and largest city is Nairobi. Geographically, Kenya lies on the equator and overlies the East African Rift covering a diverse and expansive terrain that extends roughly from Lake Victoria to Lake Turkana (formerly called Lake Rudolph) and further south-east to the Indian Ocean. It is bordered by Tanzania to the south, Uganda to the west, South Sudan to the north-west, Ethiopia to the north and Somalia to the north-east. Its population is over 45 million people. In terms of government, Kenya is a presidential representative democratic republic. The President is both the head of state and head of government, and of a multi-party system.

The capital, Nairobi, is a regional commercial hub. According to recent statistics, the economy of Kenya is the largest by GDP in East and Central Africa. The economy grew by 5.3 % in 2014. The Global Competitiveness Index Report for 2014-15 ranked Kenya at position 90 out of 144 countries a move up by six places from the 2013/2014 report. The drivers of Kenya's expanding economy are agriculture, forestry and fishing, construction, wholesale and retail trade, education, finance and insurance. Tourism has decreased in recent years, however. Kenya has a large informal sector like most countries in Africa accounting for 82.7% of total jobs. The country traditionally exports tea and coffee and has more recently begun to export fresh flowers to Europe. In 2015, the top ten companies were: Pharmaken Ltd., Professional Clean Care, Ltd., Warren Concrete Ltd., Bonfire Adventures Ltd., Superior Homes Kenya, Ltd., Lean Energy Solutions Ltd., Superbroom Services Ltd., Software Technologies Ltd., and Hipora Business Solutions.

Like many countries in sub-Saharan Africa, human development remains a key challenge. Kenya's Human Development Index rank was low but the country's performance was better than the regional average. The goal of the country's development national development plan, Ruwaza ya Kenya 2030, is to "transform Kenya into a "newly industrializing, middle-income (income exceeding World's average currently at US\$10000) country providing a high quality of life to all its citizens by 2030 in a clean and secure environment." In addition to economic interventions, stress is placed on social and human development interventions to improve the quality of life for all Kenyans and Kenyan residents. Building social cohesion among its population is also a priority, particularly ensuring social equity for previously marginalized groups.

Sources: Wikipedia, Kenyan National Bureau of Statistics: Economic Survey 2015; and [www.standardmedia.co.ke](http://www.standardmedia.co.ke)





## Recommended Places of Visit

### The Nairobi National Park

The Nairobi National Park is one of the oldest parks in Kenya. The park, a short drive out of Nairobi's central business district, covers 117km<sup>2</sup>, and is home to dozens of species of plains wildlife: including wildebeest, impala, zebra, hippo, waterbuck, eland, jackal, hyena, cheetah, and over 400 migratory and endemic bird species.

### Giraffe Center

There are several very worthwhile activities in Karen & Langata, including the captivating elephant and rhino orphanage run by the David Sheldrick Wildlife Trust, where you'll get close encounters with tiny pachyderms; the Rothschild Giraffe Centre run by the African Fund for Endangered Wildlife, where you can look into the eyes of a giraffe at treetop height.

### Artifacts and Curio Shops

Karen holds a number of interesting crafts shops and workshops; including the Karen Blixen Museum, named after a Danish Author, Karen Blixen, famous for her book *Out of Africa* which chronicles life at the estate. The Village Market and Maasai Market are also famously known for their curios.

### Kenyatta International Conference Center

At the Kenyatta International Conference Centre, rooftop views of the city presents one with a 360 degree view of Nairobi's busy city life.

### National Museum

The National Museum is definitely a place to visit to gain understanding of Kenya's rich heritage.

### Bomas of Kenya

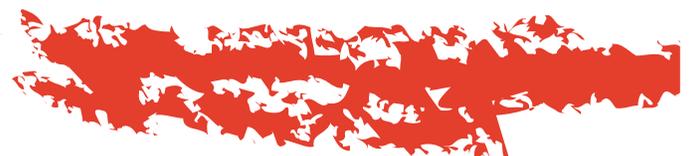
Bomas of Kenya is a must visit to all visitors. Situated 10km from Nairobi city center, and about 1 km past the main entrance of the game-filled Nairobi National Park, Bomas of Kenya lets you see the wonderful diversity of cultures that make up this fascinating country. At Bomas, different aspects of Kenyan culture are displayed including living styles, crafts, music and dancing. The word Bomas was derived from "Boma"-a Swahili word for enclosed homestead and there are now many different "Bomas", each one representing one of Kenya's major ethnic groups. You cannot afford to miss the most exciting traditional dances and acrobatic show which start at 2.30pm to 4.30pm during weekdays and 3.30pm to 5.15pm weekends and public holidays.

#### Cultural Dances:

Monday to Friday – 2:30PM to 4:00PM  
Weekends and Public Holidays 3:30PM to 5:15PM.

#### Traditional Villages:

Weekends and Public Holidays- 10:00AM to 6:00PM





## Safari Packages

For Safari packages, visit our website:

<http://www.africa-aom.org/conference2016/stdContent.asp?vchPageName=Venue>

### Hotels and Restaurants

AFAM has selected three hotels that are very close to Strathmore Business School as the official 2016 conference hotels. The proximity of the hotels gives participants the opportunity to network and engage together in activities outside the main conference programme. For more information please visit our website: <http://www.africa-aom.org/conference2016/stdContent.asp?vchPageName=Venue>

### Other Options:

**The Norfolk**, a Nairobi landmark since opening its doors in 1904, and now a Fairmont hotel, has been completely refurbished in recent years, but you can still taste a little of the flavor of old Nairobi. The Lord Delamere Terrace is a nice spot for afternoon tea.

**Sarova Stanley**, in the very heart of the CBD, is almost as emblematic of old Nairobi, and boasts the Thorn Tree Café – where an old fever tree with a notice board was once visited by almost every traveler in Nairobi. The tree has been replaced – and the notice board is no longer very busy – but the café is still a nice retreat. Just to the north of the CBD, the suburb of Westlands is a bustling district of shops, malls and offices. Rising up in the middle of it, the impeccably managed Sankara offers superb facilities and comfort – including six different restaurants and bars, and East Africa's only Angsana spa.

**Tribe**. It's an enjoyable, self-consciously hip hotel with innovative interior design, African artifacts and a chic, late-night vibe. From Tribe, it's a one-minute walk to the Village Market, the city's best mall, leisure and entertainment centre. It is also close to one of Nairobi's best green spaces, the beautiful Karura Forest, where you can safely birdwatch, walk to caves and waterfalls, or go for a run.

The **Ole Sereni**, often used by air crews, directly overlooks the north-east corner of the national park and is quite close to Wilson Airport, used by most safari flights. The rooms aren't huge, but they do the job; there's a pool terrace; and the food can be very good. As a more affordable airport area alternative to the glitzier Ole Sereni, the neighboring Eka Hotel offers a decent Nairobi stopover option with good facilities and a small pool.

**Acacia Camp** – a pleasantly rustic lodge of simple wooden cabins around a lovely garden – is a 45- minute drive out of town to the south-east. The reasonably comfortable rooms, decent food, cold beers and hot showers are good value, and make for a very pleasant first or last night in the bush, with the bonus of plenty of wildlife in the surrounding Swara Plains Conservancy, a former game ranch





## General Information

### Climate and Weather

Nairobi has a moderate climate, tempered by its high elevation and tends to be less hot than the rest of Kenya. As the city is near the equator there is little variation between the seasons and generally people talk about wet or dry seasons as opposed to summer, winter, spring or autumn. However, summers, between November and February, are warm and pleasant, with temperatures ranging between 50°F (10°C) and 77°F (25°C). Winter days, between June and August, are mild with slightly cooler evenings, but temperatures much like summer. The rainy season in Nairobi is during late summer and into autumn, when it is often cloudy and damp, but rainfall is seldom very heavy. Short rains are expected in the months of March to May and October to December.

Generally visitors flock to Kenya in the country's dry seasons, between January and March, and July and October, because these are the best months to go on safari in the national parks. The best time to visit Nairobi is in summer, between November and February, but ultimately any time of year is okay in the city and it is recommended that visitors decide on the time of their visit to Kenya according to their desired activities rather than the city's climate.

### Luggage

Most of our travel in Kenya is by light Aircraft, with a luggage restriction of 15kg, packed in a bag. On safari, you will need casual, comfortable clothes. Pack light as January –March is one of Kenya's hottest and driest season. This is the reason why January to March makes a perfect environment for Kenyan Safaris.

### Currency

The currency is the Kenyan shilling. Shillings can be obtained before departure and US dollars are also widely accepted.

### Health

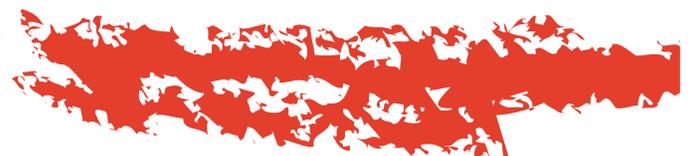
Always talk to your doctor before you travel. Malaria is prevalent in Kenya and anti- malaria tablets are essential. Polio and tetanus boosters are sensible, and if visiting other African countries as well as Kenya, a yellow fever certificate (or exemption certificate for older people) may be required.

### Language

English is the official language, though Swahili (known to its speakers as Kiswahili) is widely spoken.

### Food

Standards are generally high, invariably based on local garden produce, beef, lamb and seafood. Tusker is a popular local beer, and imported wines are widely available. Nyama choma, meaning "barbecued meat" in Kiswahili, is Kenya's unofficial national dish. The aptly named, open-air Carnivore, tel: (+254-20) 605 933, is one of the better places in town and serves up such exotica as crocodile, ostrich and camel. A set meal costs about \$20.



## Safety Tips

Safety can be a concern when visiting a large urban city like Nairobi. But all you need to do is take usual sensible precautions and follow some basic safety rules. Below is some safety tips that we recommend to you to have a pleasant experience in our beautiful city of Nairobi:

- Leave your passport, air ticket and other valuables in the safety deposit box in your room. Carry copies of your passport on you at all times and keep photocopies of your credit and debit cards in a safe place.
- Always carry on you at all times the essential numbers of your travel and health insurance and important local phone numbers (perhaps the number of your consulate or embassy if in Nairobi) to call in case of emergency. The following is the AFAM number that you can call in emergency: **+254 (0) 791 509945.**
- Use automatic teller machines ATMs at secure places.
- When walking do not wear visible jewellery 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. Confirm cost ahead of time!





# OUR SPONSORS

Platinum



Gold



# EXHIBITORS



# Our Time Together

## 1. Registration

The registration desk will be open beginning on January 5th, 2016, at 10:00 a.m. in the foyer of Strathmore Business School.

## 2. Experiential Learning Visits

### Equity Bank

#### Key Theme of discussion: Financial Inclusion

In 1993, Equity Building Society in Kenya was failing but, by 2004, had turned itself around—with remarkable results. Transformed into Equity Bank Limited (EBL), a commercial bank traded since 2006 on the Nairobi Securities Exchange, it had amassed 7.4 million accounts (57 percent of all bank accounts in Kenya) by the end of 2013, with a continuing focus on and commitment to small-balance depositors. The successful turnaround enabled EBL to embark on a regional expansion plan in 2007, which led to the acquisition of an existing microfinance institution in Uganda in 2008, and the establishment of reenfield subsidiaries in South Sudan in 2009, in Rwanda in 2011, and in the United Republic of Tanzania in 2012.

Key issues that will be discussed during this visit include

- The equity bank evolution story
- Social media and how financial service providers are using it to drive the inclusion agenda.
- The future of the financial services sector in Kenya and Africa in general

### Guango Dairy Limited

#### Key Theme of discussion: Agro-processing in Kenya

Guango Dairy began formalized operations in 2003 and was incorporated into a Limited Liability Company on 25th April 2006 with a staff of 7. It was located off Limuru Road 12Km from Nairobi's Central Business District and approximately 6 km from the Village Market on the plush and expansive Guango Estate. Its product was mainly Yoghurt which was in four flavors of Vanilla, Pineapple, Passion and Strawberry. The raw milk for the production of yoghurt was mainly from Guango's own farm milk and from 18 contracted dairy farmers within the locality of the factory.

Key issues that will be discussed during this visit include

- A review of the agro-processing sector in Kenya
- Challenges facing entrepreneurs and businesses in agro-processing
- The Guango story

Participants who would wish to attend this session are encouraged to read the attached case before the visit to facilitate the discussions.



## **Kazuri Beads**

### **Key theme of discussion: Women empowerment**

KAZURI, which means “small and beautiful” in Swahili, began in 1975 as a tiny workshop experimenting on making ceramic beads made by hand.

Its founder, Lady Susan Wood, started with two African women and soon discovered that there were many other women in the villages around Nairobi, most of whom were single mothers and were in great need of regular employment. Driven by the desire to provide such opportunities, kazuri has grown and today has a large workforce skilled in the manufacture of handmade jewelry.

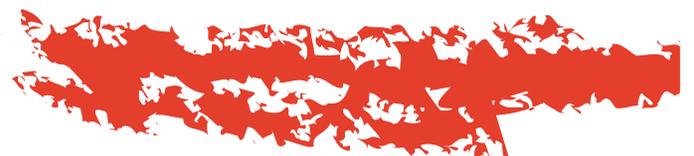
Key issues that will be discussed during this visit include

- What are some of the challenges facing African women in the 21st century and how can they be addressed?

## **IHUB**

### **Key theme of discussion: IT and its role in Poverty Eradication**

Since inception in March 2010, the iHub has grown through overcoming challenges as well as consistently and fiercely adapting toward serving our tech community. iHub catalyses the growth of the Kenyan tech community by connecting people, supporting startups, and surfacing information.





# Africa Academy of Management Trailblazer Award

The purpose of the Emerald Africa Academy of Management Trailblazer Award is to recognize a scholar who has taken a leadership role in the promotion of and advancement of scholarship and/or teaching on management in Africa. Nominees 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.

We are proud to announce the 2016 Trailblazer award winner: Professor Michael Frese. Professor Frese is Professor for Psychology at Leuphana University of Lueneburg and Professor and Head of Dept. of Management and Organization, NUS Business School (National University of Singapore); and also Institute of Corporate Development (ICD) Leuphana University of Lueneburg. Professor Frese is a Fellow of the Academy of Management and a member of the Africa Journal of Management (AJOM) Editorial Review Board. He has published over 140 peer reviewed articles and nearly 30 books during the past 40 years.

Professor Frese has taken a leadership role in the promotion of and advancement of scholarship and/or teaching on management in Africa“ by way of high quality publications, teaching and supervision of African doctoral students, serving as visiting professor, mentoring and publishing with junior African emerging and promising scholars, mobilizing resources, and advising heads and deans of emerging African business schools. He has worked in Africa for over a long period of time, in several African countries and institutions, dealing with topics such as entrepreneurship, the informal sector and family-owned firms not then considered part of mainstream management scholarship in Africa.

He has contributed to the ‘development and improvement of research and teaching of management in organizations in Africa by recruiting, funding, teaching, supervising and undertaking research with upcoming junior scholars in Africa and getting them to work with others from different parts of the world. He has done this in South Africa, Zambia, Zimbabwe and Uganda, and more recently, he is working in Ethiopia.

His Contributions to management scholarship in Africa are exemplary, innovative and novel. He undertakes comparative studies across African countries, unlike most scholars who tend to focus on a single country at a time. This allows for African scholars from different countries to undertake research and publish together. This also allows for institutional and organizational comparative analyses across African countries/industries.

Professor Frese has championed the development of carefully designed field experimental management and organization empirical research, including some of the hard to reach informal sector businesses and family-owned firms. His research together with his African coauthors provides a template for future management and organization research in Africa.

In his capacity as instructor, doctoral supervisor, researcher, author, member of journal editorial boards, editor, etc., Professor Frese has leveraged his roles and positions to assist African management scholars in publishing in top-tier and reputable management journals.



# 2016 Program Schedule

## AFRICA ACADEMY OF MANAGEMENT 3<sup>rd</sup> Biennial Conference

### Doctoral Consortium & Junior Faculty Consortium

Tuesday & Wednesday, JANUARY 5th-6th, 2016

#### Chair

David Zoogah

*Associate Professor, School of Business and Management, Morgan State University, USA*

#### Facilitators

*Benson Honig, McMaster University*

*Bruce Lamont, Florida State University*

*Oscar Holmes, Rutgers University*

*Amanuel Tekleab, Wayne State University*

*Jenny Hoobler, University of Pretoria*

*Margaret White, Oklahoma State University*

*Hermann Ndofo, Indiana University*

*Kim Ellis, Florida Atlantic University*

*Samuel Aryee, Kings College, London*

*James Walsh, University of Michigan*

*Jean Bartunek, Boston College*

*Moses Acquah, University of North Carolina*

### TUESDAY, JANUARY 5TH, 2016

Time	Activity	ROOM
01:30 pm – 02:30 pm	Reception	ATRIUM
02:30 pm – 05:30 pm	Doctoral Sessions	TRACENTURY AUDITORIUM
06:00 pm – 08:00 pm	Dinner	MAASAI MARA CAFÉ (2ND FLOOR)

### WEDNESDAY, JANUARY 6TH, 2016

Time	Activity	ROOM
08:00 am – 01:00 pm	Doctoral Consortiums Sessions (Cont'd)	TRACENTURY AUDITORIUM
01:00 pm – 02:00 pm	Lunch	MAASAI MARA CAFÉ (2ND FLOOR)
02:00 pm – 05:00 pm	Sessions (Cont'd)	TRACENTURY AUDITORIUM

## 2016 AFAM Conference Opening Ceremony

Wednesday, January 6th, 2016

06:00 pm – 9:00 pm

**Keynote Speaker: Bob Collymore, CEO, Safaricom**



## PDWs & Symposia

### Thursday JANUARY 7th 2016

#### Chair

**Constant Beugré**  
Delaware State University, USA

PDWs					
Time	ROOM	Time	ROOM		
9:00-11:00 am	<b>Tools that work: The Nuts and Bolts of Unlocking Interesting Phenomena in Africa</b>  <b>Organizers</b> Tim Weiss, <i>Zeppelin University, Germany</i> , Alex Bignotti, <i>University of Pretoria, South Africa</i> , and Benson Honig, <i>McMaster University, Canada</i>  <b>Panel Participants</b> Benson Honig, <i>McMaster University</i> , Mikael Samuelsson, <i>Stockholm School of Economics</i> , and Margaret White, <i>Oklahoma State University</i>	FAHARI ROOM (1ST FLOOR)	9:00-11:00 am	<b>Launch of Africa Journal of Management: GIZ Special Issue "Managing in an integrating East Africa"*</b>  <b>Organizers</b> Moses Kiggundu, <i>Sprott School of Business and the Institute of African Studies, Canada</i> , and the founding editor of the African Journal of Management, Bruce T. Lamont, <i>Florida State University, USA</i> , and Senior Associate Editor, Africa Journal of Management, Frederick Onyango Ogola, <i>Strathmore University Business School, Nairobi, Kenya</i> , Thomas Walter, <i>GIZ/EAC Program</i> ; and Stella Nkomo, <i>Faculty of Economics and Management Sciences</i>  <b>Presenters</b> Regional economic integration and its implications for management theory, research, policy and practice, <b>Moses Kiggundu</b> ; Managing in a regionally integrated environment: a quantitative analysis of the special issue managers' personal stories, <b>Bruce T. Lamont</b> ; and Regional economic integration context for managers, <b>George N. Njenga</b> , <i>Strathmore Business School University of Pretoria, South Africa</i>  <b>Panel Moderator</b> Tobias Buender (GIZ)  <b>Panelists</b> George N. Njenga, <i>Strathmore University Business School, Nairobi, Kenya</i> , Peter Njonjo, <i>Coca Cola EA</i> , George Njoroge, <i>East African Data Handlers</i> , Jayesh Shah, <i>Sumaria</i> , Sirili Akko, <i>Tanzania Association of Tour Operators</i> , Nazeem Mohamed, <i>Kampala Pharmaceutical Industries</i> , Pramod Bagalwadi, <i>DHL EA – tbc</i>	GK ROOM (1ST FLOOR)
	<b>Autochthonous Management Scholarship*</b>	JACARANDA ROOM (LOWER GROUND FLOOR)		<b>Autochthonous Management Scholarship*</b>	CO-OP BANK ROOM (GROUND FLOOR)
*Two breakout groups	<b>Organizers</b> David Zoogah, <i>Morgan State University</i> , Shiv Tripathi, <i>Mzumbe University, Tanzania</i> , and Tim Weiss, <i>Zeppelin University, Germany</i>		<b>Organizers</b> David Zoogah, <i>Morgan State University</i> , Shiv Tripathi, <i>Mzumbe University, Tanzania</i> , and Tim Weiss, <i>Zeppelin University, Germany</i>		
11:00 - 11:30 am	<b>TEA &amp; Coffee BREAK</b> <b>VENUE: ATRIUM</b>				



## PDWs contd

Time	ROOM	Time	ROOM
11:30 am - 01:30 pm	Autochthonous Management Scholarship* (cont'd)	JACARANDA ROOM (LOWER GROUND FLOOR)	Launch of Afría Journal of Management: GIZ Special Issue "Managing in an integrating East Africa"* (cont'd)
	<b>Organizers</b> David Zoogah, <i>Morgan State University</i> , Shiv Tripathi, <i>Mzumbe University, Tanzania</i> , and Tim Weiss, <i>Zeppelin University, Germany</i>		<b>Organizers</b> Moses Kiggundu, <i>Sprott School of Business and the Institute of African Studies, Canada</i> , and the founding editor of the African Journal of Management, <b>Bruce T. Lamont</b> , <i>Florida State University, USA</i> , and Senior Associate Editor, Africa Journal of Management, <b>Frederick Onyango Ogola</b> , <i>Strathmore University Business School, Nairobi, Kenya</i> , and <b>Stella Nkomo</b> , <i>Faculty of Economics and Management Sciences University of Pretoria, South Africa</i>
	Evaluation of Entrepreneurship Education in Africa	MVULI ROOM (LOWER GROUND FLOOR)	Autochthonous Management Scholarship* (cont'd)
	<b>Organizers</b> Dana Redford, President Portugal Entrepreneurship Education Platform, and <b>Gabi Ott</b> , United Nations Industrial Development Organization (UNIDO)		<b>Organizers</b> David Zoogah, <i>Morgan State University</i> , Shiv Tripathi, <i>Mzumbe University, Tanzania</i> , and Tim Weiss, <i>Zeppelin University, Germany</i>
	<b>Facilitators</b> <b>Luis Vaz</b> , Vice President, Portugal Entrepreneurship Education Platform <b>Cristina Pitassi</b> , Program Coordinator, United Nations Industrial Development Organization (UNIDO) <b>Benson Honig</b> , DeGroote School of Business McMaster University, Canada David Zoogah, School of Business and Management, Morgan State University		
	Implementable in Africa Today: University Partnership Strategies Fostering Entrepreneurship. Economic Development and Urban Revitalization	OAK ROOM (LOWER GROUND FLOOR)	Management Education and Quality Improvement in African Higher education: The Role of Accreditation
	<b>Organizers</b> Lyneir Richardson, and Jeffrey Robinson, <i>Rutgers Business School, USA</i> , Vincent Ogutu, <i>Strathmore University</i> and dt ogilvie, <i>Rochester Institute of Technology</i>		<b>Organizers</b> Hamid Kazeroony, <i>ACBSP</i> , Constant Beugre, <i>Delaware State University, USA</i> , David Zoogah, <i>School of Business and Management, Morgan State University, USA</i> , Bill Pupilampu, <i>Central University College, Ghana</i>
End of PDWs			
01:30 - 2:30 pm	Lunch <b>VENUE: MAASAI MARA CAFÉ</b>		





SYMPOSIA			
Time	ROOM	Time	ROOM
9:00-11:00 am	JACARANDA ROOM (LOWER GROUND FLOOR)	9:00-11:00 am	<p><b>Work and Family Intersections in African Sociocultural Contexts</b></p> <p><b>Organizers</b>            Jenny M. Hoobler, <i>University of Pretoria, Faculty of Econ &amp; Management Sciences, Dept of Human Resource Management, Pretoria, South Africa</i>, and Eileen Koekemoer, <i>University of Pretoria, Faculty of Econ &amp; Management Sciences, Dept of Human Resource Management, Pretoria, South Africa</i></p> <p><b>Symposium Papers &amp; Presenters</b>  <b>Replication of Work Family Research: Necessary for African Contexts or ‘Much Ado About Nothing’</b>            Jenny Hoobler &amp; Eileen Koekemoer, <i>University of Pretoria</i></p> <p><b>The relationship between perceived organizational support and work-family balance in Ethiopia</b>            Abeba Beyene Mengistu, <i>Addis Ababa University, Ethiopia</i>, Jenny M. Hoobler, <i>University of Pretoria, South Africa</i></p> <p><b>The work-family experiences of black South African mothers in professional occupations: a qualitative exploration</b>            Ameeta Jaga, <i>University of Cape Town, South Africa</i>, Sibusiso Mdlongwa, <i>University of Cape Town, South Africa</i>, and Jeffrey Bagraim, <i>University of Cape Town, South Africa</i></p>
11:00 - 11:30 am	<b>TEA &amp; Coffee BREAK</b> <b>VENUE: ATRIUM</b>		



## SYMPOSIA contd

Time	ROOM	Time	ROOM	
11:30 am-01:30 pm	Work and Family Intersections in African Sociocultural Contexts	OAK ROOM (LOWER GROUND FLOOR)	Leadership Development in Africa: Culture, Leadership Effectiveness and Motivation	
	<p><b>Organizers</b>                      Jenny M. Hoobler, <i>University of Pretoria, Faculty of Econ &amp; Management Sciences, Dept of Human Resource Management, Pretoria, South Africa</i>, and Eileen Koekemoer <i>University of Pretoria, Faculty of Econ &amp; Management Sciences, Dept of Human Resource Management, Pretoria, South Africa</i></p>		<p><b>Panelists</b>                      Thomas A. Senaji, <i>Kenya Methodist University, Kenya</i>, Elham Metwally, <i>School of Business, The American University in Cairo, Egypt</i>, Terri R. Lituchy, <i>McMaster University, Hamilton, ON Canada</i>, Moses Acquah, <i>University of Northern Carolina, Greensboro, NC, USA</i>, BettyJane Punnett, Professor Emeritus, <i>University of the West Indies, Akhentoolove Corbin, University of West Indies, Cave Hill, Caribbean</i>, James Michaud, <i>Concordia University, Montreal, Canada</i>, Bella L. Galperin, <i>The University of Tampa, FL, USA</i>, Judy Muthuri, <i>Nottingham University Business School, UK</i>, Clive Mukanzi, <i>Jomo Kenyatta University of Agriculture and Technology, Kenya</i>, and Vincent Bagire, <i>Makerere University Business School</i></p>	JACARANDA ROOM (LOWER GROUND FLOOR)
	Developing African Scholarship: Insights from Africa Faculty Development Workshop (AFDW) Alumni	MVULI ROOM (LOWER GROUND FLOOR)		
	<p><b>Organizers</b>                      Vincent Bagire, <i>Makerere University Business School, Uganda</i>, Juliana M. Namada, <i>United States International University-Africa, Kenya</i>, and 30 other AFDW alumni from 8 African countries</p>			
<b>End of Symposia</b>				
01:30 - 02:15 pm	<b>Lunch</b> <b>VENUE: MAASAI MARA CAFÉ</b>			
2:30 - 5:00 pm	EXPERIENTIAL TRIPS (Sign up at the registration desk by 6th January)			
7:00 - 10:00 pm	Dinner at Canivore (Sign up at the registration desk by 7th January)			



**Paper Sessions Day One: FRIDAY JANUARY 8<sup>th</sup> 2016**

	<b>Track 1</b> <b>Entrepreneurship and Small Business</b>	<b>Track 2</b> <b>Organizational Behavior and Human Resource Management</b>	<b>Track 4</b> <b>Strategy and International Management</b>	<b>Track 5</b> <b>General Management</b>	
<b>Track Chair</b>	<b>Benson Honig</b> DeGroote School of Business McMaster University, Hamilton Ontario, Canada	<b>Jenny Hoobler</b> University of Pretoria, South Africa	<b>Amon Chizema</b> Birmingham Business School, University of Birmingham, UK	<b>Akhentoolove Corbin</b> University of the West Indies, Cave Hill Campus, Barbados	
<b>ROOM</b>	FAHARI ROOM ( 1ST FLOOR)	JACARANDA ROOM (LOWER GROUND FLOOR)	OAK ROOM ( LOWER GROUND FLOOR)	UAP ROOM ( LOWER GROUND FLOOR)	
<b>Session Title</b>	Incubation, support, and emergent industries in Africa	Ethical & Unethical Behavior in Organizations	Marketing Strategy	Corporate Social Responsibility	
<b>Session Chair</b>	Eileen Kwesiga, <i>Bryant University, USA</i>	Paresh Mishra, <i>Indiana University-Purdue University</i>	Amaleya Goneos-Malka, <i>University of Pretoria, South Africa</i>	Judy Muthuri, <i>Nottingham University Business School, UK</i>	
9:00-10:30 am	<p><b>Exploring business incubation in Tanzania</b> Kristina Henricson Briggs, <i>Chalmers University of Technology, Sweden</i></p> <p><b>Evaluating the objectives, outputs and outcomes of small business policy regarding the age and location of business</b> Menisha Moos, and Melodi Botha, <i>Department of Business Management, University of Pretoria, South Africa</i></p> <p><b>What it Takes to Have Entrepreneurial Intentions: Entrepreneurial Characteristics, Entrepreneurship Education, or Both?</b> Alex Bignotti, and Ingrid Le Roux, <i>University of Pretoria, South Africa</i></p>	<p><b>When does Ethical Leadership Motivate Employee Citizenship Behavior</b> Mayowa Babalola, <i>NEOMA Business School, France</i></p> <p><b>Developing Ethical Leaders in Africa: The Role of Elders</b> Paresh Mishra, <i>Indiana University-Purdue University, Fort Wayne, USA</i>, and Saneta Maiko, <i>Indiana University Health, USA</i></p>	<p><b>Strategic Planning Systems and Firm Performance in the Export Processing Zones</b> Juliana M. Namada, <i>United States International University-Africa, School of Business, Kenya</i>, Vincent Bagire, <i>Makerere University Business School Uganda</i>, Evans Aosa, <i>University of Nairobi, School of Business, Kenya</i>, and Zachary B. Awino, <i>University of Nairobi, School of Business, Kenya</i></p> <p><b>Exploring the application of service-dominant logic to digital marketing communication activities: a postmodern marketing perspective</b> Amaleya Goneos-Malk Anské Grobler, and Arien Strasheim, <i>University of Pretoria, South Africa</i></p>	<p><b>Engendering CSR? The ignored role of unpaid care work</b> Lauren McCarthy, <i>Copenhagen Business School, Denmark</i></p> <p><b>ESRC seminar: The views of SME managers and workers on CSR practices: Contrasting the textiles/garment/footwear industry to the and agro processing industry in Vietnam</b> Soeren Jeppesen, <i>Copenhagen Business School, Denmark</i>, and Angie Ngoc Tran, <i>California State University, USA</i></p> <p><b>Promoting Human Rights in Africa- the role of the Informal Sector</b> Bernie D'Angelo Asher, <i>Royal Holloway University of London, UK</i></p> <p><b>Conceptualizing Small Business Social Responsibility Communication: The Governmentality Dilemma</b> Mette Morsing, <i>Copenhagen Business School, Denmark</i>, and Laura J. Spence, <i>Royal Holloway University of London, UK</i></p>	
10:30- 11:00 am	<b>TEA &amp; Coffee BREAK</b> <b>VENUE: ATRIUM</b>				



	<b>Track 1</b> <b>Entrepreneurship and Small Business</b>	<b>Track 2</b> <b>Organizational Behavior and Human Resource Management</b>	<b>Track 3</b> <b>Public Policy, Administration of Government, and Non-governmental Organizations</b>	<b>Track 4</b> <b>Strategy and International Management</b>	
			<b>Track Chair</b> <b>Tarek Hatem</b> <i>School of Business, The American University in Cairo</i>		
<b>ROOM</b>	FAHARI ROOM (1ST FLOOR)	JACARANDA ROOM (LOWER GROUND FLOOR)	MVULI ROOM (LOWER GROUND FLOOR)	OAK ROOM (LOWER GROUND FLOOR)	
<b>Session Title</b>	<b>Networks and Social Capital</b>	<b>Employee Engagement &amp; Commitment</b>	<b>Quality of Civil Service and Development</b>	<b>FDI and Entry Modes</b>	
<b>Session Chair</b>	Benson Honig, <i>DeGroote School of Business, McMaster University, Hamilton Ontario, Canada</i>	Michael Gyensare, <i>University of Education, Winneba, Ghana</i>	Tarek Hatem, <i>School of Business, The American University in Cairo, Egypt</i>	Ebimo Amungo, <i>Amungo Consulting Limited, Nigeria</i>	
11:00 am - 12:30 pm	<p><b>Developing and Utilizing Efficient Ties in Entrepreneurial Networks in Africa</b></p> <p>Kimberly Ellis, <i>Florida Atlantic University, USA</i>, Sean Lux, <i>University of South Florida, USA</i>, Bruce T. Lamont, John M. Muchira, and Gerald R. Ferris, <i>Florida State University, USA</i></p> <p><b>Social Capital, Market Competition and Productivity Growth in Family Businesses: Evidence from Ghana</b></p> <p>Moses Acquah, <i>Bryan School of Business and Economics, University of North Carolina at Greensboro, USA</i></p> <p><b>How and Why Do Social Entrepreneurs in Low-Income Contexts Develop Networks to Perform: A Comparative Study of Social Ventures in Kenya.</b></p> <p>Christian Busch, and Harry Barkema, <i>London School of Economics and Political Science, UK</i></p>	<p><b>The Leadership Turnover Nexus: Exploring Mediator and Moderator Effects of Affective Commitment</b></p> <p>Michael Asiedu Gyensare, <i>University of Education, Ghana</i>, Olivia Anku-Tsede, <i>University of Ghana Business School</i>, and Mohammed-Aminu Sanda, <i>University of Ghana Business School, Ghana</i></p> <p><b>The Nature of Employee Engagement: Rethinking the Employee-Organization Relationship</b></p> <p>Eran Vigoda-Gadot, <i>University of Haifa, Israel</i>, Liat Eldor, <i>Wharton School, University of Pennsylvania, Philadelphia, USA</i>, and Nissim Cohen, <i>University of Haifa, Israel</i></p> <p><b>Antecedents to Employee Engagement: A Qualitative Study of 28 Senior Secondary School Teachers in Nigeria</b></p> <p>Oluwole Shokunbi, <i>Glasgow Caledonian University, Scotland, UK</i></p>	<p><b>Forgoing New Public Management and Adopting Post-New Public Management Principles: The On-Going Civil Service Reform in Israel</b></p> <p>Nissim Cohen, and Eran Vigoda-Gadot, <i>University of Haifa, Israel</i></p> <p><b>Quality Assurance, Excellence and Relevance of Management and Business Education in Africa: Is There a Place for International Accreditation?</b></p> <p>William K. Darley, <i>King Abdulaziz University, Saudi Arabia and University of Toledo, USA</i>, and Denise J. Luethege, <i>North Kentucky University, USA and Doshisha University, Japan</i></p> <p><b>Service Quality and Customer Satisfaction in Commercial Banks in Rwanda (Bank of Kigali)</b></p> <p>Ndikubwimana Philippe, <i>University of Rwanda, Rwanda</i></p>	<p><b>Using IFDI Performance and Potential Indices to Assess Country Attractiveness in Africa</b></p> <p>Charlotte Broaden, <i>Southern New Hampshire University, USA</i></p> <p><b>Examine the Factors That Influenced the Entry Mode Strategies Adopted By Nigerian Banks in Their International Expansion</b></p> <p>Ebimo Amungo, <i>Amungo Consulting Limited, Nigeria</i>, and Trevor Buck, <i>University of Glasgow, UK</i></p> <p><b>Political Risk and Chinese OFDI to Africa: The Role of Foreign Aid</b></p> <p>Jane Lu, <i>The University of Melbourne, Australia</i>, Xueli Huang, and Michael Muchiri, <i>RMIT University, Australia</i></p>	
01:00 - 02:00 pm	<p><b>Lunch</b> <b>VENUE: MAASAI MARA CAFÉ</b></p>				



	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 General Management
ROOM	FAHARI ROOM (1ST FLOOR)	JACARANDA ROOM (LOWER GROUND FLOOR)	MVULI ROOM (LOWER GROUND FLOOR)	OAK ROOM (LOWER GROUND FLOOR)	UAP ROOM (LOWER GROUND FLOOR)
Session Title	Social entrepreneurship	Diversity & Discrimination	Quality Performance in Basic Performance	Knowledge and Strategy Implementation	Theorizing Management
Session Chair	Tarek Hatem, <i>School of Business, The American University in Cairo, Egypt</i>	Jenny Hoobler, <i>University of Pretoria, South Africa</i>	Akhentoolove Corbin, <i>University of the West Indies, Cave Hill Campus, Barbados</i>	Obi Berko O. Damoah, <i>University of Ghana Business School, Ghana</i>	Kimberly Ellis, <i>Florida Atlantic University, USA</i>
2:00 - 3:30 pm	<p><b>Inclusive Business Models: How SMEs Are Developing Inclusive Value Chains and Combating Social Exclusion in Bottom-Of-The-Pyramid Markets</b></p> <p>Michael Zisuh Ngoasong, <i>Open University, UK</i></p> <p><b>Community Service-Learning in Entrepreneurship: A South African Perspective</b></p> <p>Richard Hayes, <i>Hofstra University, New York, and University of Johannesburg, South Africa</i>, and Joyce Sibeko, <i>University of Johannesburg, South Africa</i></p> <p><b>Creation Theory Explaining Inclusive Business Development: Case Study of a Community Operated Business Venture Development in Rural Africa</b></p> <p>Paula Linna, <i>Aalto University, Finland</i></p>	<p><b>Stereotyping, Prejudice, and Intentions to Discriminate Against Employees with Hepatitis C Virus: The Mediation and Moderation Effects</b></p> <p>Mariam Mohamed Magdy, <i>German University in Cairo, Egypt</i>, Ahmed Amin Mohamed, <i>German University in Cairo, Egypt</i>, and Mohamed Saad, <i>Cairo University, Egypt</i></p> <p><b>Stimulating co-operation across differences: using the Diversity Icebreaker in 15 sub-Saharan African countries</b></p> <p>Sue Canney Davison, <i>Pipal Ltd, Nairobi, Kenya</i> Bjørn Z. Ekelund, <i>Human Factors AS, Oslo, Norway</i>. Solgunn Gjerde, Vivian Boodhun, Ingerid Guttormsgard, Yul Shah Malde, Astrid Handeland, Ole Petter Dahlmann, <i>Norwegian Church Aid, Oslo, Norway</i>. Kems Adu Gyan, <i>Central University College (CUC), Miotso, Accra, Ghana</i>. Annika Dybwad, Katherine Johnston, <i>Global Mindz AS, Oslo, Norway</i>. Kristin Fjell, <i>UNMIL, Norway</i> Harry Lane, <i>Northeastern University, Boston, USA</i>.</p> <p><b>A Freedom-Expanding Approach to Working with Work Force Diversity in the African Context</b></p> <p>Augustine Lado, <i>Clarkson University, USA</i></p>	<p><b>Understanding the root causes of HE quality challenges in Africa: A Theory of constraints approach</b></p> <p>Sarah Kimani, <i>Catholic University of Eastern Africa/Victoria University, Kenya</i>, Vicky Mabin, and John Davies, <i>Victoria University of Wellington, New Zealand</i></p> <p><b>Analysis of Bank Performance in the Post Liberalization and Privatization Era Using CAMELS Indicators (Case of Zambia)</b></p> <p>Hillary Chanda, <i>The Copperbelt University, Zambia</i>, Bupe G. Mwanza, Beenzu Siachinji Shambweka, and Justice Bwalya, <i>Copperbelt University, Zambia</i></p>	<p><b>The Interaction Effect of Employee Engagement on the Relationship between Knowledge Implementation and Employee Performance in Technical Institutions in Kenya</b></p> <p>Caroline Koech Sitienei, <i>Eldoret National Polytechnic, Kenya</i>, Maru Loice, and Boit John Mugun, <i>Moi University, Kenya</i></p> <p><b>Factors that make strategy implementation to fail and/or succeed: Are they the same? Evidence from a Developing Country</b></p> <p>Obi Berko Damoah, <i>University of Ghana Business School, Ghana</i></p>	<p><b>An inquiry into the rise of collaborative economy</b></p> <p>Olga Novikova, <i>Hanken School of Economics, Finland</i></p> <p><b>Managing Selves and Others: The Identity-Social Network Nexus Challenge for Social Network Theory Application in Africa</b></p> <p>Natasha Katuta Mwila, <i>Monash University, South Africa</i></p> <p><b>Customer Satisfaction In Retail Banks: Does Service Quality And Electronic Banking Adoption Matter? Evidence from a Developing Country, Matovu Augustine, Richard Akisimire, Ernest Abaho, and Rachael Mirembe, Makerere University Business School *Best Paper</b></p> <p><b>Growth and success of selected listed firms in Kenya</b></p> <p>Gatobu Rintaugu, <i>Mugwika, Meru University of Science &amp; Technology, Kenya</i></p>
3:30 - 4:00 pm	<b>TEA &amp; Coffee BREAK VENUE: ATRIUM</b>				



	<b>Track 1</b> <b>Entrepreneurship and Small Business</b>	<b>Track 2</b> <b>Organizational Behavior and Human Resource Management</b>	<b>Track 4</b> <b>Strategy and International Management</b>	<b>Track 5</b> <b>General Management</b>	<b>Symposia</b>
<b>ROOM</b>	FAHARI ROOM ( 1ST FLOOR)	JACARANDA ROOM (LOWER GROUND FLOOR)	OAK ROOM ( LOWER GROUND FLOOR	UAP ROOM ( LOWER GROUND FLOOR)	TBA
<b>Session Title</b>	<b>Entrepreneurial Growth</b>	<b>Macro-level Organizational Issues</b>	<b>Governance and the Purpose of the Firm</b>	<b>Managing Human and Social Issues</b>	
<b>Session Chair</b>	Jamal Shamsie, <i>Michigan State University, USA</i>	David Zoogah, <i>School of Business and Management, Morgan State University, USA</i>	Franklin Nakpodia, <i>Newcastle Business School, Northumbria University, UK</i>	Stella Nkomo, <i>University of Pretoria, South Africa</i>	<b>Chair</b> Constant Beugré, <i>Delaware State University, USA</i>
4:00 - 5:30 pm	<p><b>Performing without a net: Managing in an environment of imitative hypercompetition</b></p> <p>Jamal Shamsie, <i>Michigan State University, USA</i></p> <p><b>The Atlantico Case Study: High Impact Entrepreneurship in the Financial Services Sector in Sub-Saharan Africa</b></p> <p>Dana T. Redford, <i>Portugal Entrepreneurship Education Platform</i>, Jose Octavio Serra Van-Dunem, <i>Agostinho Neto University</i>, and Manuel Agular, <i>AESE Business School, Portugal</i></p> <p><b>Scaling African Indigenous innovations for inclusive growth and Sustainable development</b></p> <p>Henrietta Onwuegbuzie, <i>Lagos Business School, Pan-Atlantic University</i></p> <p><b>Characteristics of Successful Small, Micro and Medium Enterprises (SMMEs): The Case of Botswana Manufacturing Sector</b></p> <p>Wilbert, R. Mutoko, <i>Botswana Accountancy College, Botswana</i>, and S.M. Kapunda, <i>University of Botswana</i></p>	<p><b>To Fuse or Not to Fuse? Individual Relative Deprivation and Organizational Fusion</b></p> <p>David B. Zoogah, <i>School of Business and Management, Morgan State University, USA</i>, and Felicity Asiedu Appiah, <i>Kwame Nkrumah University of Science and Technology School of Business, Ghana</i></p> <p><b>Workforce differentiation: When (does) it fit in African context?</b></p> <p>Samuel Eyamu, <i>University of Melbourne, Australia</i> <b>*Best Paper Award</b></p> <p><b>Relationship Between Employee Indirect Participation Schemes and Performance of State Corporations in Kenya</b></p> <p>Simon Thiaine Kubaison, <i>Meru University of Science &amp; Technology, Kenya</i>, Hazel G. Gachunga, and Romanus Odhiambo, <i>omo Kenyatta University of Agriculture and Technology, Kenya</i></p>	<p><b>All dressed up and nowhere to go: Firms' moves for working within conditions of organizational scarcity</b></p> <p>Tim Weiss, <i>Zeppelin University, Germany</i></p> <p><b>Crafting a New Course for Corporate Governance Regulation in Nigeria</b></p> <p>Franklin Nakpodia, <i>Newcastle Business School, Northumbria University, UK</i>, and Emmanuel Adegbite, <i>Durham University Business School, UK</i></p> <p><b>A Theory of Business: Autochthonous or Universal?</b></p> <p>James P. Walsh, <i>Ross School of Business, University of Michigan, USA</i>, and Thomas Donaldson, <i>Wharton School, University of Pennsylvania, Philadelphia, USA</i> <b>*Best Paper Award</b></p>	<p><b>The Influence of Rural Electrification on Community and Business Development in Kenya</b></p> <p>Jane N. O. Khayesi, <i>University of Essex, UK</i>, Antoine Vernet, <i>Imperial College London, UK</i>, and Gerry George, <i>Singapore Management University, Singapore</i></p> <p><b>Organisational Indulgences or Abuse of Indulgences: Can good actions somehow wipe out corporate sins?</b></p> <p>Emmanouela Mandalaki, and Patrick O'Sullivan, <i>Grenoble Ecole de Management, France</i></p>	<p><b>Generating High Impact Research about Management &amp; Organizations in Africa: Challenges and Strategies</b></p> <p><b>Organizers</b> Stella Nkomo, <i>Faculty of Economics and Management Sciences University of Pretoria, South Africa</i>, Jean M. Bartunek, <i>Boston College, USA</i>, Robert A. and Evelyn J. Ferris Chair, <i>Professor of Management and Organization, Boston College</i>, Nceku Nyathi, <i>Graduate School of Business, University of Cape Town</i></p>
<b>End of Paper Sessions Day One</b>					



**Paper Sessions Day Two: SATURDAY JANUARY 9<sup>th</sup> 2016**

	<b>Track 1</b>	<b>Track 2</b>	<b>Track 2</b>	<b>Track 4</b>	<b>Track 4</b>
	<b>Entrepreneurship and Small Business</b>	<b>Organizational Behavior and Human Resource Management</b>	<b>Organizational Behavior and Human Resource Management</b>	<b>Strategy and International Management</b>	<b>Strategy and International Management</b>
<b>ROOM</b>	FAHARI ROOM ( 1ST FLOOR)	JACARANDA ROOM (LOWER GROUND FLOOR)	MVULI ROOM ( LOWER GROUND FLOOR)	OAK ROOM ( LOWER GROUND FLOOR)	UAP ROOM ( LOWER GROUND FLOOR)
<b>Session Title</b>	Life Cycle and Business Models	Career Challenges & Development	Work & Family	Leadership	Economic Prospects and Perspectives in Africa
<b>Session Chair</b>	Jaiyeoba Olumide Olasimbo, <i>University of Botswana, Botswana</i>	Carol Brunt, <i>University of Wisconsin-Whitewater, USA</i>	Samuel Aryee, <i>King's College London, UK</i>	Joel Tuwey, <i>MOI University, Kenya</i>	Richard Mpoyi, <i>Middle Tennessee State University, USA</i>
9:00-10:30 am	<p><b>Institutional Determinant of Entrepreneurship in the Informal Economy: A study of Nigeria's hand woven textile industry</b></p> <p>Adekunle Isaac Ogunsade, and Demola Obembe, <i>De Montfort University Leicester, UK</i></p> <p><b>Micro Analysis of Market Orientation Behavior and Performance of Small Service Firms in Botswana</b></p> <p>Jaiyeoba Olumide Olasimbo, Edward Marandu, and Botshabelo Kealesitse, <i>University of Botswana, Botswana</i></p> <p><b>Constructs of Successful SME Leadership in East Africa</b></p> <p>Renson Muchiri Mwangi, <i>KCA University, Kenya</i>, Rosemary Maina, <i>KCA University, Kenya</i>, Sue Canney, <i>London Business School/Pipal Ltd, UK</i>, and Sameul Seijaaka, <i>Abacus Business School, Uganda</i></p>	<p><b>Experiences and Challenges of African Women Leaders</b></p> <p>Angela Titi Amayah, <i>SUNY Empire State College, USA</i></p> <p><b>Exploring self-directed learning as a model for career development: Kenyan experience</b></p> <p>Carol Brunt, <i>University of Wisconsin-Whitewater, USA</i>, and Sophie Bruas, <i>Akili Vantage Director Executive Coaching &amp; Consulting</i></p> <p><b>The role of enacted negotiation on the career development of previously disadvantaged</b></p> <p>Willie Chinyamurindi, <i>University of Fort Hare, South Africa</i></p>	<p><b>Workplace Family Resources and Service Performance: The Mediating Role of Work Engagement</b></p> <p>Samuel Aryee, <i>King's College London, UK</i>, Fred O Walumbwa, <i>Florida International University, USA</i>, Hazel Gachunga, <i>Jomo Kenyatta University of Agriculture and Technology, Kenya</i>, and Chad A. Hartnell, <i>Georgia State University, USA</i></p> <p><b>Exploring Personality Factors in Work Family Conflict Among Formal Workers in a Developing Country</b></p> <p>Aaron Ametorwo, <i>University of Ghana Business School</i></p> <p><b>Is it Too Heavy for Me? Work-family conflict, Managerial Support and Employee Commitment among Employees in Banking Institution</b></p> <p>Clive Mukanzi, <i>Jomo Kenyatta University of Agriculture and Technology, Kenya</i></p>	<p><b>Board Chairperson Leadership Efficacy: Mediators of Board Member's Knowledge and Strategy Involvement Among Private Firms in Kenya</b></p> <p>Joel Tuwey, Daniel Kipkirong Tarus, <i>Moi University, Kenya</i>, and Bazinzi Natamba, <i>Makerere University Business school, Uganda</i></p> <p><b>NGOs: The New Power Brokers in Developing Country Market Entry</b></p> <p>Juanita Trusty, <i>University of Memphis, USA</i></p>	<p><b>Africa's Economic Prospects in a Changing Global Competitive Landscape</b></p> <p>Richard Mpoyi, <i>Middle Tennessee State University, USA</i></p> <p><b>A Behavioural Economics Perspective on Crisis Management Decision-Making in Africa</b></p> <p>John Parnell, and William "Rick" Crandall, <i>University of North Carolina-Pembroke, USA</i></p>
10:30 - 11:00 am	<b>TEA &amp; Coffee BREAK</b>				
	<b>VENUE: ATRIUM</b>				



	Track 1 Entrepreneurship and Small Business	Track 2 Organizational Behavior and Human Resource Management	Track 2 Organizational Behavior and Human Resource Management	Track 4 Strategy and International Management
<b>ROOM</b>	FAHARI ROOM ( 1ST FLOOR)	JACARANDA ROOM (LOWER GROUND FLOOR)	MVULI ROOM ( LOWER GROUND FLOOR)	OAK ROOM ( LOWER GROUND FLOOR)
<b>Session Title</b>	Entrepreneurship Development	Leadership Challenges & Measurement	Decision-Making, Behaviour Change, & Motivation	Mergers and Acquisitions
<b>Session Chair</b>	Tim Weiss, <i>Zeppelin University, Germany</i>	Eileen Koekemoer, <i>University of Pretoria South Africa</i>	Bill Buenar Pupilampu, <i>Central University College, Ghana</i>	Kimberly Ellis, <i>Florida Atlantic University, USA</i>
11:00 am - 12:30 pm	<p><b>Fostering Entrepreneurial Minds in Africa: Evidence from Entrepreneurship Education Impact Assessment in Angola</b></p> <p>Dana T. Redford, <i>Portugal Entrepreneurship Education Platform</i>, Maria Marques, Luis Vaz, and Rui Brites, <i>Portugal Entrepreneurship Education Platform</i></p> <p><b>Translation in Action: Global and Local Templates in Kenyan Technology Entrepreneurship</b></p> <p>Tim Weiss, <i>Zeppelin University, Germany</i>, and Klaus Weber, <i>Northwestern University, USA</i></p> <p><b>Leveraging the Diaspora for New Venture Creation</b></p> <p>Leyland M. Lucas, <i>Earl Graves School of Business &amp; Management, Morgan State University</i>, and dt ogilvie, <i>Saunders College of Rochester Institute of Technology, USA</i></p>	<p><b>The LEAD Research Project: Development of the Leadership Effectiveness Scale in Egypt, Ghana, Kenya, Nigeria, South Africa and Uganda</b></p> <p>Terri Lituchy, <i>CETYS Universidad, Mexico</i>, Bella Galperin, <i>University of Tampa, USA</i>, James Michaud, <i>Universite Laval, Canada</i>, Betty Jane Punnett, <i>University of West Indies, Cave Hill, Barbados</i>, Elham Metwally, <i>School of Business, The American University in Cairo, Egypt</i>, Moses Acquah, <i>University of North Carolina, USA</i>, Thomas Anyanje Senaji, <i>Kenya Methodist University, Kenya</i>, and Vincent Bagire, <i>Makerere University Business School, Uganda</i></p> <p><b>Leadership Challenges Facing South African Expatriates Working in Africa</b></p> <p>Hendrik Kriek, <i>Natasha John, R. Rijamampianina, and C. Viedge, Wits Business School, University of the Witwatersrand, South Africa</i></p> <p><b>An Extension of the Leadership Labyrinth Framework Using Intersectional Data from the South African Private Sector</b></p> <p>Clifford P. Lewis, <i>Queen Mary University of London, UK</i></p>	<p><b>Money, traffic, passion and God: Employee Motivation in Africa</b></p> <p>Bill Buenar Pupilampu, <i>Central University College, Ghana</i></p> <p><b>Technology Acceptance Model and Agribusiness Entrepreneurs' Intentions to Adopt Agriculture Technologies</b></p> <p>Colette Alla, <i>United Nations Operations in Ivory Coast</i>, and Constant Beugré, <i>Delaware State University, USA</i></p> <p><b>How Managers Perceive and Manage Data and Information Overload in Decision Making</b></p> <p>Rebaona Letsholo, <i>University of Pretoria, South Africa</i>, and Marius Pretorius, <i>University of Pretoria, South Africa</i></p>	<p><b>Toward a better understanding of M&amp;A activity on the African continent: Major trends and some theoretical considerations</b></p> <p>Kimberly Ellis, <i>Florida Atlantic University, USA</i>, and William Y. Degbey, <i>Turku School of Economics, University of Turku, Finland</i></p> <p><b>Ownership Decisions of Foreign Acquirers in Africa: The Role of Colonial Relationships and Experiences</b></p> <p>Kimberly Ellis, <i>Florida Atlantic University, USA</i>, Bruce T. Lamont, <i>Florida State University, USA</i>, Kaitlyn DeGhetto, <i>University of Colorado at Colorado Springs, USA</i>, Heather Parola, <i>University of Evansville</i>, Leon Faifman, <i>Florida Atlantic University Sangbum Ro, Georgia State University</i></p>
<b>End of Paper Sessions Day Two</b>				
1:00 - 2:00 pm	Lunch VENUE: MAASAI MARA CAFÉ			
2:00 - 4:00 pm	All Academy Session and Best Paper Awards VENUE: TRANCENTURY AUDITORIUM			
6:30 - 10:00 pm	Gala Dinner, Trailblazer Award, and Closing Ceremony VENUE: STRATHMORE UNIVERSITY AUDITORIUM (PHASE 2)			



# 2016 AFAM Biennial Conference Best Papers Winners

18 December 2015

## Track 1

### Entrepreneurship and Small Business

**Title**

How and Why Do Social Entrepreneurs in Low-Income Contexts Develop Networks to Perform: A Comparative Study of Social Ventures in Kenya.

**Authors**

Christian Busch, and Harry Barkema, London School of Economics and Political Science, UK

## Track 2

### Organizational Behavior and Human Resource Management

**Title**

Workforce differentiation: When does it fit in African context?

**Author**

Samuel Eyamu, University of Melbourne

## Track 4

### Strategy and International Management

**Title**

A Theory of Business: Autochthonous or Universal?

**Authors**

James P. Walsh, Ross School of Business, University of Michigan and Thomas Donaldson, Wharton School, University of Pennsylvania

## Track 5

### General Management

**Title of Paper**

Customer Satisfaction In Retail Banks: Does Service Quality And Electronic Banking Adoption Matter? Evidence from a Developing Country.

**Authors**

Matovu Augustine, Richard Akisimire, Ernest Abaho, and Rachael Mirembe, Makerere University Business School





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