Africa Academy of Management

4th Biennial Conference

Conference dates
January 3-6, 2018

Conference Venue
University of Addis Ababa

Addis Ababa, ETHIOPIA

Conference Website: www.africa-aom.org/conference2018

Africa Academy of Management

School of Commerce

Conference Theme
Building High-Performing Organizations in Africa

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

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

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

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

1. What is the meaning of high-performing organizations in the context of Africa? Should ethical and sustainable management practices be included in the definition of high-performing organizations?
2. What institutional factors facilitate or impede the creation of high-performing organizations in Africa?
3. What leadership and/or management styles are required to develop high-performing organizations in Africa?
4. To what extent can informal institutional factors, such as culture, the role of the extended family, and cosmic justice facilitate or impede the creation of high-performing organizations in Africa?
5. What human resources management practices can facilitate the creation of high-performing organizations?
6. What are the management structures of African organizations and how do they impact the creation of high-performing organizations?
7. Do companies owned and operated by Africans tend to perform better or worse than those owned by non-Africans or subsidiaries of multinational corporations?
8. What factors impede the emergence of African multinationals?
9. Do African organizations display a long-term or short-term orientation compared to organizations from other parts of the world?
10. What strategies should African businesses implement to strive in their local markets and prosper in the competitive global environment?
11. What factors could facilitate (or impede) the emergence of African multinationals?
12. To what extent can management philosophies such as Ubuntu or indigenous knowledge systems contribute to the development of high-performing organizations?

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

Conference Chairs:
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