



Confident in Africa's Future

18TH INTERNATIONAL ACADEMY OF AFRICAN BUSINESS AND DEVELOPMENT CONFERENCE BOOK OF ABSTRACTS

Towards Accelerating Sustainable Development in Africa

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TRACK 1

Accounting, Finance, and Investment

Is Carbon Tax a Burdensome Idea for the South African Tourism Business?

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Universally, carbon tax has been implemented in both developing and developed economies in an endeavour to curb pollution. This form of tax is designed to encourage the tourism industry to reduce carbon emissions in order to lessen the effects of global warming. For example, countries such as China, England, Malaysia are some of the economies that are currently implementing carbon tax. In the context of SA, the tourism industry has been identified as a historical driver of economic development due to potential that the industry possesses in job creation, poverty alleviation and addressing the gini-coefficient. Consequently, the South African government has recently targeted ambitious reductions in greenhouse gas emissions. As such, the SA government is contemplating introducing carbon tax as one of the mechanisms to combat pollution. Against this backdrop, the purpose of this paper is to examine the challenges of carbon tax implementation, create awareness and to develop guidelines for the tourism industry. In this context an implementation of new taxes could be burdensome to SA's struggling economy. Furthermore, the introduction of carbon tax could impede the growth and development of the tourism industry which can result amongst other things job losses and low investment opportunities. Both primary and secondary data were utilised for the purpose of the study. An exploratory research design was implemented to gain more insight. Furthermore, purposive random sampling technique was employed. The findings of the study elucidate that 70% of the respondents expressed their dissatisfaction about the proposed carbon tax. These findings will provide a framework for government, policy-makers, tourism business owners to engage in a discussion that will formulate a way-forward pertaining to carbon tax. Overall, this paper will contribute to a largely under researched niche area of carbon tax within the context of a developmental economy of SA.

Keywords: Carbon Tax, tourism, South Africa, emissions and greenhouse gas.

Regulation, Liberalization and Economic Growth

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The paper investigates the impact of regulation on economic growth of 37 Sub Saharan Africa countries over the period 1970-2014. Employing a generalized method of moments approach, the results show that regulation has a positive significant impact on economic growth but trade does not have an independent effect. However, the interaction between regulation and trade is significant providing the evidence of the importance of trade within an appropriate regulatory framework. We conclude that, Sub Saharan Africa countries could benefit from trade liberalization by enhancing the quality of regulation.

Evaluating Public Sector Performance Management Systems in Ghana: Insights from the Normalisation Process model

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This paper primarily ascertains and evaluates the performance management systems (PMS) of public sector organisations (PSOs) in Ghana, drawing a framework known as normalisation process model (NPM). To achieve these objectives, data was collected using questionnaires developed based on the constructs of NPM. Results show that the commonly used PMS are the annual appraisal form, and the performance contract system introduced as part of the sponsored reform programs in the 1980s. Evaluating the PMS, show more focus on performance measurement and reporting aspect of PMS, but little emphasis on the strategic management component. Also, based on the four (4) NPM constructs, results show that, overall, collection action construct dominates, followed by both the coherence and reflexive monitoring constructs. Though the differences in the mean responses are not significantly different, the results suggest that the PMS in operation lacks the relational work from adopters and users to build and sustain the existing PMS. These findings present implications for restructuring, redesigning or refining existing PM systems and future performance-related reform interventions by donor organizations such as the World Bank and IMF.

Risk assessment: A fight against fraud in Nigerian organizations

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With the recent reforms in corporate governance requirement, risk assessment has become a prominent feature in organizational control and management. This study looks at the risk assessment practices of some selected firms in Nigeria to determine the presence and therefore the impact of this practice. The population comprised of firms listed on the stock exchange that are audited by the big four audit firms (KPMG, E&Y, PWC & AWD) in Nigeria. Using judgment sampling, two senior management and four internal control staff were selected. Data was collected by means of a questionnaire with response options graduated into five Likert scales. The questionnaire captured responses from questions on risk assessment practices and fraud occurrence in the organizations. Logistic regression was used to test the hypothesis and the result showed a positive and significant relationship between risk assessment and fraud in Nigerian organizations. The study provides insight into the organizational practice with reference to risk assessment. From this study, Nigerian Organizations have not imbibed the prescriptions of the recent corporate governance codes. The study, therefore, recommends that sanctions should be put in place to enforce compliance to these corporate governance code. and attention should be paid to the appointment of board members to ensure that a vibrant audit committee is constituted.

Internal Marketing and Employee Satisfaction: Insights from the Hotel Industry

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Internal marketing is said to be a tool that can be deployed to among other things generate satisfaction among employees. However, not much empirical data exist to confirm these concepts, especially in the small hotel sector. This study was therefore designed to empirically test the impact of internal marketing on employee satisfaction and to assess the internal marketing dimension that most significantly impacted employee satisfaction. Regression analysis was employed to analyse the data. It was found that, internal marketing had a positive and significant impact on employee satisfaction, accounting for about 48% of the variance in employee satisfaction. Seven factors were regressed on employee satisfaction and five of them had statistically significant impact on employee satisfaction. These factors included employee empowerment, staff development, ICT, fairness, and internal communication. Employee empowerment was established as the most significant factor that impacted employee satisfaction. It is recommended that management of small hotels critically consider establishing management practices capable of engendering satisfaction among employees as a means to satisfying the external customer. It is also important for future research to apply the factors established in this study, to investigate their impact on employee satisfaction in the luxury and first class hotels.

The Relationship between Corporate Social Responsibility and Financial Performance. An empirical analysis on a sample of Nigerian listed companies

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Corporate Social Responsibility practice in Nigeria is perceived as a philanthropic gesture practiced by organisations as way of giving back to the society. This altruistic and limited conceptualisation of CSR has had a great impact on ascertaining its relationship with financial performance. There have been divergent findings on this very important discourse. Emphasis will not be on looking for the most appropriate CSR definition; rather the construction of an appropriate CSR framework will be undertaken to help examine its link with financial performance of listed Nigerian companies. This study investigates the relationship between the implementation of a corporate social responsibility (CSR) strategy and the corporate financial performance of thirty randomly selected listed companies in Nigeria over the period 2005 - 2014. The Corporate Social Responsibility (CSR) of a company is measured using self-constructed indices based on the Guidelines of the Global Reporting Initiative (GRI). Consistent with previous studies, the financial performance metrics used are Tobin's Q and Return on Equity. Fixed Effects and Random Effect was used in analysing secondary data obtained from companies' Annual Reports. The result from analysing the three hypotheses were positive but not significant. Overall, the result of this research supports the claim that Nigerian listed companies should invest in CSR activities whilst addressing it from a stakeholder viewpoint as this would be beneficial to the long-term growth of businesses and would be beneficial to the economy as stakeholders are being considered when formulating CSR policies.

Risk Management Practices in the Commercial Banking Industry in Nigeria

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Risk management practice has diversified areas of coverage and is practised by a range of professionals and organizations. In spite of the fact that risk management has been practised in commercial banks for about hundred years, little is still known about those factors that contributed to effective risk management practices in commercial banking industry particularly banking in Africa countries. The purpose of the study is to gain more knowledge on risk management practices, research the “critical success factors that contribute to effective risk management practices in the commercial banking industry using Nigeria as a case study. The study also design a framework which will provide sound basis for the application of identified factors for effective risk management practices in commercial banking industry. The study focused on some selected commercial banks in Nigeria to establish a detailed introduction plan and prior understanding of critical success factors in the Nigerian banking system. The research uses literature relevant to risk management and integrate the findings to identify, evaluate and examine the critical success factors for effective risk management practices. In order to accomplish this objective, the study employs quantitative methodology using questionnaire and a survey to collect relevant data from randomly selected commercial banks in Nigeria. Since top-level management is directly responsible for risk management, data collection was focussed towards personnel in this category. This study intend to utilize simple descriptive statistics and hierarchical regression analysis. The use of descriptive statistics involves describing the distribution of the variables or the main features of the data collected during the survey. The sample collected from the population would be tested using regression analysis on STATA in order to infer findings from a probability sample to the population. The outcome of the research will add knowledge to existing literature as well as serve as guidelines on how to increase the effectiveness of risk management practices in not only commercial banking industry, but also other financial industries and other organizations such as governments and/or hospitals.

Cointegration Tests of Oil Price and US Dollar Exchange Rates for a Group of Oil Dependent Economies

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This study examines the long-run dynamics between oil price and the bilateral US dollar exchange rates for a group of oil-dependent economies before and after the 2008-2009 Global Financial Crises. Exchange rates are for the euro, Indian rupee, Russian ruble, South African rand, Ghanaian cedi and the Nigerian naira. The dependence on crude oil of these economies is either because fiscal revenues are primarily reliant on oil export receipts or because industrial production is heavily dependent on petroleum. Empirical results show evidence of a long run equilibrium relationship between oil price and exchange rate, especially for currencies of the key oil-exporting countries. This relationship is more evident in the post crisis period,

which is also the period when both exchange rate volatility and the inverse relationship between oil price and exchange rate experienced a significant increase.

Valuation Effects of Oil Prices and Exchange Rates for Five Sub-Saharan African Economies

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We investigate the existence and revenue impact of the inverse correlations between oil price and the US dollar exchange rates of the currencies of the following five key Sub-Saharan African countries: Angolan Kwanza, Ghanaian cedi, Kenyan shilling, Nigerian naira, and South African rand. The existence of a negative relationship suggests that falling oil prices lead to two interrelated outcomes: lower oil export revenues in US dollar terms and greater purchasing power of the denominating currency, which is also the US dollar. For the oil-producing countries in our sample, we find evidence of a revenue dampening effect in that reduced dollar receipts during periods of falling oil prices were dampened by rising revenues, after conversion to the local currency. We also find evidence of both short-run and long-run reverse causality but only between oil price and the currencies of the two major oil producers, namely, Angola and Nigeria. On that basis, we recommend a policy direction that emphasizes domestic resource utilization as the key to exploiting the benefits of the oil-dollar inverse correlations.

Political Cycles and Fiscal Dominance of Monetary Policy within the West African Monetary Zone

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Towards achieving convergence, Central Bank Independence (CBI) is of much importance to the West African Monetary Institute (WAMI) in that such independence in monetary policies are expected to control inflation, stabilize prices and ensure noninflationary economic growth across member states. A major threat to CBI, especially in young democracies, is the issue of political budget cycles. Unless CBI is present both legally and *de facto*, monetary policies will lose their fist to fiscal dominance. In this study, we answer two very important macroeconomic questions crucial to the convergence goal of WAMI. We first answer the question of whether there are political budget cycles among WAMI member states and secondly, whether political cycles have contributed to fiscal dominance in the light of CBI. We employ data from all six member states of WAMI from 1990 to 2014 to address these important empirical questions. The study employs panel data estimation techniques in estimating the model. Taking unobserved country heterogeneity into account, and correcting for serial correlation and heteroskedasticity, the findings were that, political budget cycles has an influence on fiscal balance in the light of central bank independence and that fiscal dominance does not exist in the WAMI countries. The study, therefore, indicates the need for the WAMI countries to adopt policies that will make them have independent central banks in order that their fiscal balances are not jeopardized.

The Mediating Role of Marketing Culture on Market and Brand Orientation on Business Performance

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The purpose of this study is to assess the mediating role of marketing culture on brand orientation (BO) and market orientation (MO) in driving business performance (BP). While extant literature exists on market orientation and its impact on business performance, little is known of how brand orientation positively impacts on business performance (Gyrd-Jones, Helm & Munk, 2013); nor how the marketing culture mediates the influence of brand orientation and market orientation on business performance. This study is essential as it responds to the growing calls for a shift in focus on market orientation to brand orientation on the one hand (Urde, 2014); and on the other, a hybrid of the two strategic orientations (Gromark & Melin, 2013). This study therefore seeks to bridge the knowledge gap by providing insight into how marketing culture mediates the relationship between these strategic orientations and business performance within the service sector of Ghana. Simple random sampling technique will be used to select firms or businesses. The resource based view and its extension as dynamic capability theories shall guide the study.

Keywords: Market orientation, brand orientation, marketing culture and RBV and DCT

Exploring inter-linkages of values, environmental beliefs and environmental behaviour in South Africa

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While terms such as “sustainable consumption”, “green consumption” and “ethical/responsible consumption” are increasingly becoming popular in the literature, and environmentalism seems to be increasing all over the world, very few studies have delved deep into what is meant by “sustainable consumption” and, more importantly, the factors that influence environmental behaviour (Kilbourne and Pickett, 2008; Purushottam, 2014). This paper is the first step towards a study on what constitutes environmental behaviour and the factors that affect such behaviour among South African consumers. In this regard, we examine the literature on variables that affect environmental behaviour in order to identify an appropriate prism that enables us to have an insight into the South African situation. Given the general pattern of predominantly young populations in African countries whose aspirations and influences vary from country to country, the study intends to develop a conceptual framework to understand the particularities and peculiarities in South Africa with regards to concerns and behaviour towards the environment; and, indeed, the value and belief systems that underlie such attitudes and accompanying

actions. In the process, the study also touches upon the contradiction this raises in relation to increased environmental awareness, especially given the role played by business in promoting sustainable consumption. This also raises questions about the quality and quantity of consumption, the role of institutions regarding environmental concerns and the materialistic lifestyles, and the extent to which consumers' values and beliefs can change to enable them to adapt their consumption behaviour.

Empirical evidence on Financial Development and Agricultural Growth in Ghana

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This study was carried out to contribute to the literature on financial development and agriculture growth, a subject which has not been tackled empirically in the case of Ghana. It sought to determine the effect of financial development on agricultural growth. Time series data (including a unique data for agriculture machinery and tractors per agriculture land) was employed covering the period from 1980 to 2014. The study employed ARDL cointegration analysis to examine the short-run and long-run relationship between the measures of financial development and agricultural growth in a Cobb-Douglas production framework which included agriculture capital and rural labour inputs as determinants of agricultural growth. We find generally that in the case of Ghana, financial development has a non-significant effect on agricultural growth both in the short and long runs. Agricultural capital has a negative effect due possibly to the low application of modern capital inputs. Evidently, rural population turned out to have positive and significant effect on agricultural growth in Ghana.

Asymmetric Mean Reversion and Volatility: Evidence from African Real Exchange Rates

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This study seeks to examine the asymmetric mean reversion characteristics of the real exchange rates from Egypt, Ghana, Kenya, Nigeria and South Africa. We apply a two factor model to monthly time series data spanning the period 1973:1, to 2016:12. The empirical findings suggest that five countries' real exchange rate exhibit non-stationary behaviour following local currency depreciation but is strongly mean reverting following local currency appreciation. However, the mean reverting component more than offsets the non-stationary component. We also found that volatility is persistence and asymmetric in all the five countries. Given the backdrop of exchange rate misalignment in several Africa countries, this study is important to policymakers in Africa. It may be used to forecast exchange rates, and knowledge of the degree of exchange rate misalignment can be helpful in the management of inflation and the implementation of monetary policy.

Determinants of Technical and Cost efficiency in Credit Unions: Evidence from Ghana.

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This study seeks to analyze technical and cost efficiency of credit unions in Ghana during 2008 to 2014. The first stage is to estimate cost efficiency using the input-oriented variable- return -to scale Data envelopment analysis (DEA) model and Tone Efficiency. The study uses three input variables and three output variables. The results and discussion would focus on employer, association and community based credit unions to assess if the drivers of efficiency differ among the types of credit unions. The study further proposes to use limited dependent variable regression to argue efficiency from annual report on these credit unions. It is expected that the findings of this study would contribute significantly to the existing knowledge on the performance of credit unions. Policy makers and managers of credit unions would appreciate the drivers of efficiency and how best it can be controlled in the management of credit unions.

Financial Linkages, Access to Loan and Economic Well Being: The Case of Microfinance Cooperatives in Tanzania

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Purpose – To assess the effect of financial linkages on access to loans and establish the effect of financial linkages and access to loans on the economic wellbeing of community-based savings and credit cooperative societies' (SACCOS) clients.

Design/methodology/approach – A sample of 500 community-based SACCOS' clients selected through simple random sampling will form the basis of the study findings. Regression models expressing access to loans as a function of financial linkages; and economic wellbeing as a function of financial linkages and access to loans, while controlling for other clients' attributes will be applied to analyse the data.

Findings – The results will establish whether financial linkages have effect access to loans and whether access to loans and financial linkages have effect on economic wellbeing of SACCOS' clients.

Practical implications – The findings can serve as a basis for encouraging community members to join SACCOS and access loans for improvement of their economic wellbeing as well as encourage SACCOS to establish financial linkages with formal financial institutions in order to attract funds for on-lending to their clients.

Research limitations/implications – The study findings will be limited to community-based SACCOS, and limited number of wellbeing and loan access indicators.

Originality/value – Few empirical studies on the effects of financial linkages on access to loans were based on data from microfinance institutions (MFIs) but not their clients. Additionally, knowledge on the effect of financial linkages on economic wellbeing of clients is scant, while that on access to loans and economic wellbeing generated from studies focusing on rural areas.

TRACK 2

International Aid, Economic Policies and Strategies

The Impact of the Internet on Firm Export Decisions: Evidence from Sub-Saharan Africa

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It is well known that the Internet has transformed the way firms and people trade across national borders by reducing costs. However, very little is known about the impact of the Internet on the mode of export. This paper examines the impact of the Internet on firm's decision to export directly or indirectly through an intermediary. We outline the basic model from which we derive hypotheses for testing. Firm-level survey data for Sub-Saharan African Countries are used to estimate the impact of the Internet on the likelihood of a firm to export directly or indirectly.

Modelling the relationship between leadership and economic performance: cross-country analysis

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In 1970, the GDP per capita for Nigeria and China was a respective US\$233.35 and US\$111.82. However, by 2011, while China has grown to become one of the richest countries in the world, Nigeria remained a low income country with around US\$1500 GDP per capita. Indonesia, Malaysia and Singapore have stories similar to China. In particular, Malaysia and Singapore posted a respective GDP per capita of US\$299 and US\$395 in 1960, rising to US\$2,981 and US\$43,865 in 2011. The critical question is: why has Nigeria, like many African countries, lagged behind in growth? This is not an easy question to answer. Natural endowment theory suggests that the more endowed you are, the higher your ability to generate wealth. However, this theory does not appear to have the answer, considering Nigeria is more endowed, yet performed worse than these Asian countries. The answer must lie elsewhere. Institutional theory suggests a positive relationship between institutions and economic performance. Thus, countries with relatively strong and well-established institutions tend to perform better than those with relatively weak institutions. Clearly, countries institutions are at different stages of evolution and do not evolve in isolation. Arguably, countries with the right leadership help develop the right institutions necessary for economic prosperity. We argue in this paper that the quality of leadership largely explains the difference between a prospering country and a stagnant or low-growth country. However, not much attention has been given to this area in the empirical literature. Our paper closes this gap. In particular, we investigate the relationship between economic performance and the qualities of leaders selected from African and Asian countries under three fronts: the means by which the leaders attained office, the type of macroeconomic policies introduced and implemented by these leaders, and the extent to which these leaders respect institutions. We compare these with the income/GDP generated by these economies during the tenure of the select-respective leaders. Potentially, findings from this study contributes to theoretical, empirical and policy literatures.

Empirical evidence on Financial Development and Agricultural Growth in Ghana

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This study was carried out to contribute to the literature on financial development and agriculture growth, a subject which has not been tackled empirically in the case of Ghana. It sought to determine the effect of financial development on agricultural growth. Time series data (including a unique data for agriculture machinery and tractors per agriculture land) was employed covering the period from 1980 to 2014. The study employed ARDL cointegration analysis to examine the short-run and long-run relationship between the measures of financial development and agricultural growth in a Cobb-Douglas production framework which included agriculture capital and rural labour inputs as determinants of agricultural growth. We find generally that in the case of Ghana, financial development has a non-significant effect on agricultural growth both in the short and long runs. Agricultural capital has a negative effect due possibly to the low application of modern capital inputs. Evidently, rural population turned out to have positive and significant effect on agricultural growth in Ghana.

Keywords: Agricultural growth, financial development, rural population, cointegration, Ghana.

Newly independent nations and large engineering projects: The case of the Volta River Project

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Research on how newly independent nations in the 1950s and 1970s conceived and implemented mega projects remain under researched. Using insights from the Volta River project in newly independent Ghana, we demonstrate how multiple international firms combine with host country stakeholders to usher in one of the most important engineering projects in post-colonial Africa. The project was geared towards harnessing hydroelectricity and latest technologies in the 1960s to provide the platform for industrialisation and modernisation as impetus for development. However, poor bargaining power and weak integration of the project outcome to future development objectives and negligence for emerging political actors meant that the project could not achieve fully intended long-term outcomes. The study explores how lessons learnt could influence policymaking in new large and complex infrastructure projects.

Keywords: Engineering projects; megaprojects; Volta River project; Africa; projects.

Accelerating the Global Competitiveness of Nigerian Economy: The Role of Polytechnic Education

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The Global Competitiveness of Nigerian Economy has been ranked poor by the World Economic Forum (WEF) since the past ten years. The country has maintained a three-digit position for about a decade, averaging 114 out of 139 countries and 3.57 on a 7-point scale since the past nine years. Although poor infrastructure, corruption, and access to finance have been identified as the three most problematic factors to business, productivity and global competitiveness of the country, the inability of Nigeria to fully tap from the potentials of polytechnic education which is practical and productive oriented has contributed in worsening the country's competitive ranking globally. This study x-rayed Nigeria's ranking in the World Economic Forum's Global Competitiveness Index from 2007 to 2015 and adopted the Porter's Diamond Model in explaining the role of polytechnic education in enhancing Nigeria's global competitiveness. Evidence from the WEF 2015/2016 report reveals that Nigeria remains one of the poorly ranked economies in terms of global competitiveness and productivity. The paper provides an insight into the untapped potentials of polytechnic education in Nigeria and how the country can leverage it to overcome economic recession and accelerate its global competitiveness and productivity.

Keywords: Polytechnic education, global competitiveness Index, national competitiveness, Porter's Diamond Model.

TRACK 3

Entrepreneurship, Small Business and the Informal Sector

Effects of Healthy Lifestyle on Staff Productivity in Hemingways Hotel in East London, South Africa

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The purpose of this study was to investigate the effects of a healthy lifestyle on staff productivity in Hemingways Hotel in East London, South Africa. Both qualitative and quantitative method were employed in the study, the questionnaires were distributed at Hemingways hotel in East London, South Africa and a total of 80 questionnaires were included in the statistical analysis. The data analysis focused on the experiences of respondents with a lifestyle on staff productivity in Hemingways hotel in East London, South Africa, was used. Factors analysis was performed to determine the dimensions that are likely to influence healthy lifestyle on staff productivity in Hemingways hotel in East London, South Africa. Success in the hospitality industry like any other sector in the economy is largely influenced by the quality of the workforce. Having healthy employees leads to happiness at the work environment and hence improves morale and performance and importantly, the profitability of any organisation. Research methods were very important in providing an insight into problems affecting the society, therefore choosing appropriate methods was crucial in understanding about the subject matter and its objective. The findings of the study will provide a basis for the managers of the hotels to address the challenges and improve a healthy living which is crucial for the wellbeing of society and the development of any community. Consequently, the study concludes with recommendations of promoting living healthy and leading a healthy lifestyle, thereby promoting efficiency within the hospitality industry. Hotel managers are encouraged to develop appropriate training and empowerment programmes that promote a healthy lifestyle for all employees.

Keywords: Healthy, lifestyle, staff productivity, factors analysis, Hemingways Hotel, East London, South Africa.

The Determinants of Collateral Requirement Issues for Women Owned Enterprises in Tanzania

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Both financial inclusiveness as well as the presence of women-owned enterprises (WOEs) are essential building blocks for an economy to prosper. Yet, access to finance remains one of the major impediments for women entrepreneurs in the start and growth of a business. Especially collateral requirements put a high burden on the access to finance of women entrepreneurs in Tanzania, hindering not only their growth but also impeding overall economic growth and poverty reduction. This study investigates the characteristics of Tanzanian WOE's that experience issues with collateral requirements in accessing finance from banks or MFIs. Tanzania represents the biggest country in Eastern Africa –the most prosperous African region in 2011-2013, however remains one of the poorest nations with approximately 28.2% of the population living

below the poverty line in 2012 (Legatum Institute, 2014; The World Bank Group, 2016). The Tanzanian economy depends heavily on agriculture, but also the MSME sector is a major source of wealth, contributing 27% to the national GDP while promoting employment and rural development (MIT, 2012). WOE's represent 54.3% of the MSME sector in Tanzania, highlighting the significance of female entrepreneurship for its economy (MIT, 2012). Through the announcement of various policies and specific support programmes, the government of Tanzania has demonstrated its dedication to the development of women entrepreneurship in the country, yet most WOE's are still concentrated in informal, micro, low growth, and low profit activities, where entry barriers are low and price competition is intense (Mori, 2014). Notwithstanding the government's efforts, women entrepreneurs still encounter major impediments to the start and growth of their own businesses. Legal impediments, cultural attitudes and mobility obstacles are some of the major gender-related obstacles women entrepreneurs in Tanzania face (ILO, 2003). Nevertheless, the main impediment for women in starting and growing a business remains insufficient access to finance. Even though the demand for finance from formal institutions is high for women entrepreneurs, the supply side does not seem to match this demand, leading to a significant economic imbalance. The supply side reports being troubled by the low levels of financial literacy and education of the women entrepreneurs, by business informality, and by spouses refusing to sign for the use of co-owned land as collateral. The women entrepreneurs themselves, on the other hand, indicate that especially the high interest rates and collateral requirements demanded from WOE's remain high burdens (Mori, 2014). Collateral requirements present a straightforward way of solving the information asymmetry problem involved in lending money to unknown borrowers. Yet, when credit resources are available only to borrowers that hold collateral rather than to those entrepreneurs that are able to present projects with the highest expected returns, these members of the economy become financially excluded (The World Bank, 2006). Prior research has shown how financial exclusion is a major reason for persistent inequality, poverty traps and reduced levels of growth in an economy (Demirguc-Kunt, Beck, & Honohan, 2007). Moreover, although the Tanzanian government has introduced guarantee schemes and implemented laws enforcing women's property rights, 84% of the women entrepreneurs encountering problems in obtaining a loan from a bank or microfinance institution (MFI) still reported having problems with the high level of collateral requirements (Mori, 2014).

To that extent, this study analyses the effect of business- and owner-specific characteristics of WOE's on the probability of experiencing issues with the collateral requirements. To measure the problems with collateral requirements, a self-report variable is used where women entrepreneurs were asked if the level of the collateral requirements was a major obstacle in obtaining finance from banks or MFIs. The data used for this study was collected by one of the authors in 2013 through face-to-face interviews with 212 women entrepreneurs in four regions in Tanzania, based on a modified questionnaire of Stevenson & St-Onge (2013). Due to the nature of the data, a logistic regression model is used to examine the effect of firm-specific characteristics (the sector, size, age, ownership structure, location, and formality of the women-owned enterprises) and the moderating effect of owner-specific characteristics (age, education and marital status) on the probability of experiencing issues with the required collateral. The results indicate the level of collateral requirements to be a problem especially for WOE's that are organized as sole proprietorships, that are formally registered, and that operate in the services and manufacturing sectors (rather than the trade sector). Furthermore, the moderating effects are significant and negative for the education and marital status, indicating that higher levels of education and getting support from a spouse aid in the pledge of collateral. Hence, the government should primarily focus its efforts on unmarried, registered sole-owners that are operable in the services and the manufacturing sectors. Moreover, increasing the access to education for women entrepreneurs should be a key focus of the government in its policy to enhance financial inclusiveness of the Tanzanian economy. Emphasis should furthermore be put on increasing awareness with regard to the property rights of women in Tanzania.

Keywords: Economic development; financial markets; banks; microfinance institutions; collateral; women-owned enterprises; Tanzania.

Entrepreneurial Activities and Growth of Women Businesses: A Case of Tanzania

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The purpose of this paper is to examine the factors that affect growth of women businesses in Tanzania. To achieve this objective cross-section survey of women SMEs in Tanzania were examined. A sample of 254 randomly selected from women entrepreneurs from Cloth selling, Wholesaling, Retailing, Hair salon, Food vending, Handcraft, Mobile money, Microfinance Institution, Tailoring, Charcoal selling, Fish selling and Vegetable selling businesses in Tanzania were used in the study to test the four hypotheses formulated to meet the study purpose. Using Multiple Linear Regression Analysis, findings indicate that all four factors are barriers for Growth of Women businesses. The study recommends that businesses from Sub Saharan Africa should learn from this study and be alert that training and skills to business owners are the important aspects if they need their businesses to grow.

Skills as Impediment to Small and Medium Tourism Enterprises (SMTEs) in South Africa – the Case of Eastern Cape

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Universally nations depends on small businesses for their economic growth. These businesses constitute more than 90 percent in both developing and developed nations; more than 40 percent employment and more than 20 percent to the Gross Domestic Product (GDP). For example, the contribution of SMMEs to national economies in Germany and UK is more than 95 percent. Notwithstanding the challenges that small business are confronted with, in the context of South Africa where 90 percent of the small businesses fail in the first year of operation. In South Africa, where small businesses constitute more than 80 percent of the business sector, the growth rate is low. The low growth rate can be attributed partly due to the lack of skills and lack of support from the government. Against this backdrop, the purpose of this paper is to examine the factors, create awareness and to develop guidelines for business owners to grow these enterprises. Managers often lack experience, training for management of their businesses. Furthermore, a serious impediment is the lack of management skills which results in poor management actions taken by small business owners. Consequently, they cannot meet the business needs of the society. Both descriptive and inferential statistics were used in this study. Systematic random sampling was employed to select a sample of 332 respondent organisations from the data base of ECPTA consisting of formally registered SMTEs. A total of 310 questionnaires were obtained. The results of the study indicate that the majority of managers had obtained a National Diploma as the highest qualification and only 10.2 percent held a post graduate qualification. The study also revealed that less than 30 percent of managers had training or experience in Human Resources Management, Strategic Management and Project Management. The lack of skills with SMTEs poses a challenge to the survival of these businesses. The findings of the study provide a framework for government, policy makers, business owners and larger businesses to provide support to these enterprises. The study focused on SMTEs in the Eastern Cape, thus making it a regional study. This paper contributes to the largely under researched niche area of skills development within small business in South Africa.

Keywords: Small business, skills development, tourism, management and training

Typologies of Micro Lodging Enterprises in Rural South Africa: Implications for Policy Intervention

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This study presents the life cycle of a micro lodging establishment in rural South Africa. Given the country's tourism developments, bed and breakfast (B&B) establishments are a growing trend in the rural areas. More families have turned their homes into accommodation facilities. Accommodation establishments such as commercial homes, bed and breakfasts and guesthouses provide alternatives to tourists who prefer accommodation other than traditional hotels. But for a country like South Africa which grapples to combat unemployment, poverty and inequality; they do not only serve as an alternative for tourists but a source of income for families. Owing to the significance of small businesses to the economy and society in contributing to employment, productivity and innovation, the government of South Africa has since prioritised the support of small businesses using different mechanism from policy to support institutions. Although they are being classified as small businesses, these establishments differ in terms of strengths and weaknesses as well as opportunities and threats. Given that, this paper uses four typologies of micro rural B&Bs to argue that a more tailor-made policy approach and resource allocation is needed to achieve the envisioned entrepreneurship that is inclusive of every South African, than a one size fits all approach that is being used by the government.

Key words: Entrepreneurs, tourism, bed and breakfast, South Africa

Moving from Exploitation to Empowerment: Collaborative Models in African Responsible Tourism

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How do social entrepreneurs collaborate with partners and stakeholders? In this paper, we use the African tourism industry as a unique context to explore how social entrepreneurs shape their organisational practices and business model to facilitate collaboration and empowerment of other actors in and around the tourism industry and achieve social and economic outcomes. By exploring three in-depth case studies we develop a model of collaboration that has four dimensions: shared logics, shared mission, shared mechanics, shared metrics.

Keywords: responsible tourism, collaboration, social entrepreneurship, African entrepreneurship.

Diversity Management and Collaborative Entrepreneurship in South-East Nigeria

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This paper focuses on understanding the need for resource base, diversity management and collaborative entrepreneurship through the use of literature. Overall, the paper discusses the concept of entrepreneurship, diversity management, collaborative entrepreneurship and traits for successful collaborative entrepreneurship for researchers, practitioners, captains of industries, policy formulators and researchers. Besides practical recommendations for the creation of innovation catalogue, the paper, provides insight into organizational commitment and knowledge sharing across firms which encourage diversity management and collaborative entrepreneurship in Southeast, Nigeria.

Keywords: Diversity management, collaborative entrepreneurship, organizational commitment, knowledge sharing.

Sustainability of Black African Entrepreneurship in the UK: An Exploratory Analysis

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It is crystal clear that entrepreneurship contributes immensely to the society in many ramifications. So, it is not surprising that it attracts huge scholarship attention and great interest among practitioners and policy makers. Meanwhile, a number of factors such as increased migration, high unemployment rate, and the need for poverty alleviation have generated more interest in ethnic entrepreneurship. Based on the data collected from different categories of entrepreneurs in the research context and business support providers, this interpretive research explores the Sustainability of Black African Entrepreneurship in the UK. It is interesting to note that the ambiguity of success definition among these entrepreneurs plays a major role in contributing to the sustainability of these ethnic businesses. The study shows that most of the business owners with closed or struggling businesses do not really have a clear-cut understanding of their business and mostly rely on the loose claim that business success means different things to different people. The state of their businesses is closely linked to this ambiguity. The paper extends knowledge in the ethnic minority entrepreneurship literature with noteworthy managerial implications.

Key words: Sustainability, ethnicity, ethnic entrepreneurship, ethnic minority, culture and entrepreneurial success

The Challenges of Entrepreneurs in Accelerating Sustainable Development in Natural Resource-Rich Nigeria

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Although Nigeria is rich with abundant natural resources and factors of production, its development paradoxically remains sluggish since its independence in 1960. This review examines a number of daunting

challenges that make entrepreneurs unable to accelerate sustainable development in Nigeria. Findings support the theories reviewed in the study, which are the Schumpeterian Theory of Economic Development and the Resource Curse Theory. Government ought to make deliberate efforts to address these challenges to enable entrepreneurs take their rightful place to drive the economy for the needed sustainable development.

Returnee Entrepreneurship: An Ethnography of Diaspora Direct Investments in Nigeria

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Migration and development have been linked in recent studies in which skilled migrants are assumed to display agency role and act as important bridges, helping to promote the transfer of knowledge and skills in their countries of origin. But, within the nexus of the migration and development literature, the contributions of returnee entrepreneurs have not been visible. Employing a case study methodology, this study analyzed some hurdles and strategies that motivated returnee entrepreneurs do navigate to effectively share/transfer their experience and knowledge for the development of their countries of origin. The intention is to contribute to the growing literature on the social and economic impacts of returnee entrepreneurs (as opposed to diaspora and transnational entrepreneurs) to their homelands' development.

Keywords: Returnee entrepreneurship, return migration, development, case study, Nigeria, UK.

A Business Case for Inclusive and Sustainable Models at the Base of the Pyramid Using Mobile Technologies

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“The mobile phone is the most powerful technology for ending poverty in the world today”. Prof. Jeffery Sachs, Director of Columbia University’s Earth Institute

Digital technologies such as mobile phones have been shown to be a powerful tool in developing and transition economies due to their ability to facilitate business owners’ access to capital, markets and technical inputs. These technologies have also assisted business owners in increasing their ability to scale up. There is limited research on how businesses who serve those at the Base of the Pyramid and end users benefit from the use of mobile-enabled technologies. Using a qualitative case study design and the lens of social capital and network theories we look at how a sample of Kenyan firms use mobile-enabled

business models and mobile-enabled technologies to generate dividends and impact social wellness, economic empowerment and environmental sustainability in their communities.

Customer Relationship Management Capability and Organizational Performance in Small and Medium Enterprises in a Developing Economy: The Moderating Effect of Competitive Intensity

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Several small and medium enterprises (SMEs) have not been able to harness the full benefit of the customer relationship management (CRM) concept in boosting their performance. The article explores the linkage between CRM capability, competitive intensity and firm performance. The authors conceptualize and test novel hypotheses that consider the potential moderating effect of competitive intensity. Five hundred structured questionnaires were conveniently distributed to owners, managers and executives of SMEs in Ghana, a developing economy. Hierarchical Linear Modeling (HLM) regression revealed that firms in the SME sector have the capabilities of managing customer interaction and winning customers back since CRM capabilities have a positive impact on firm performance. Furthermore, competitive intensity is found to influence the effect of CRM capability on firm performance and that customer win-back capability is seriously affected by competition. It is recommended that owners, managers and executives of SMEs should build a stronger CRM capability in all its dimensions in order to remain competitive.

Keywords: customer relationship management, capability, firm performance, competitive intensity, Ghana.

Determinants of Performance in Africa's Food Manufacturing Sector

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Knowing the key determinants of performance in the food manufacturing industries provide indicators for diagnosing challenges in the sector. The study is aimed at identifying key performance variables peculiar to the food manufacturing sector. Data from the Investment Climate Assessment survey (ICA) were analyzed using regression. The Study sought to examine the determinants of performance using empirical estimation. The results indicate that international quality certification significantly affect sales performance. In addition, foreign participation in African enterprises provides competitive edge and improves sales performance. Notwithstanding the effect of bribery, gender, investment and climate constraints on the firms, employee training seemingly is less likely to increase performance. The results provide a basis for developing specific dimensions for examining performance in the sector. The paper offers a practical base for measuring performance in the food manufacturing sector. Future research could examine the training provided to employees in the sector to determine the variance in this study.

Keywords: Performance, measurement indicators, organizational performance, determinants

Necessity Versus Opportunity – Based Entrepreneurship in Tanzania: The Influence of Economic Policies

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The review of two dominant forms of entrepreneurship is discussed in the literature, that is, opportunity and necessity driven entrepreneurships and attempt to position the dominant form of entrepreneurship in Tanzania. Using available data in the public domain and 10 interviews made, 6,134 survey questionnaires were carried out in 640 Enumerated Areas (EA), with a response rate of 98%, it is found that the dominant form of entrepreneurship in Tanzania is necessity driven. A comparison of generic entrepreneurship polices with the Tanzania entrepreneurship policy shows that the policies in Tanzania have mixed features without a clear focus as to the type of entrepreneurship that it promotes. Coupled with weak implementation, it is argued that necessity entrepreneurship is being fostered by existing policies. It is therefore suggested that there is need to review the entrepreneurship policies to better promote opportunity driven form and point out necessary institutional reforms called for by the proposed reforms.

Keywords: Entrepreneurship, opportunity, necessity, innovation, strategies and policies

Financial Inclusion of Micro, Small and Medium Enterprises in Nigeria: Issues and Challenges

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This study investigates the factors militating against the financial inclusion of micro, small and medium enterprises (MSMEs) in Nigeria and the influence of financial inclusion of MSMEs on the nation's economic growth. Inductive approach of questionnaire, interview and focus group discussion were employed while structured questionnaire was administered to 530 MSMEs which were selected randomly using random sampling technique out of which 384 copies of the questionnaire were fully completed and adopted for use. Principal Component Analysis was used for data analysis while narrative technique was used to report major responses from interview and focus group discussion.

Findings suggest that interaction of variables constituted the eleven factors that significantly affect the financial inclusion of MSMEs in Nigeria such as non-conducive banking services and facilities; unfavorable and uncertainties in business environments; and financial illiteracy and language barrier among others. Financial inclusion of MSMEs through deposit mobilization and provision of micro credits by microfinance institutions leads to expansion of business and increased profit which ultimately translate to economic growth. It is recommended among others that microfinance institutions should engage in core microfinance activities and finance the real sector. There is also need for MSMEs to improve on product quality and packaging.

Keywords: Enterprises, growth, inclusion.

TRACK 4

Exporting, Internationalization and Foreign Direct Investment

Foreign Direct Investment, Economic Growth and Welfare in Sub-Saharan Africa.

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Of all the world's sub-regions, Sub-Saharan Africa (SSA) is the region that was lagging the most in its performance towards achieving a reduction in its target poverty level and increasing welfare at the end of the MDGs in 2015. Within Africa, the picture is rather mixed, in that some countries are performing much better than others are. Analyses show a strong association exists between foreign direct investment (FDI) and economic growth on the one hand, and economic growth and welfare (poverty reduction) on the other. There are, however, countries with high FDI inflows and growth rates that have not been able to convert these into welfare gains, whereas some countries with lower FDI inflows and economic growth that have performed better in reducing their poverty levels. Does this point to a sub-regional disparity in the relationship between FDI and economic growth, on the one hand and economic growth and improved welfare ; poverty and income inequality. For these groups of countries, would further analysis reveal that the lower the level of income disparity, the lower is poverty? On the growth front, the study would recommend that SSA countries lagging on poverty should grow at least by seven to ten percent a year consistently to achieve any significant reduction in poverty and improve welfare. This must, however, be backed by other factors as well, such as income redistribution.

Keywords: Foreign direct investment, economic growth, welfare, income inequality, Sub-Saharan Africa.

The Effects of Trade, Trade Facilitation on Economic Growth in Africa

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This study investigates the effects of trade facilitation and trade on economic growth in Africa. To do so, we measure trade facilitation by means of three indicators, namely trade, export and import related costs - constructed by using principal component analysis. Concerning trade, we also use three indicators: trade share, exports share, and imports share. These indicators, in addition to several policy-relevant variables, are used as exogenous variables to estimate an augmented growth model which, with the aid of a dynamic system GMM estimation technique, properly addresses potential endogeneity concerns. The findings suggest that trade facilitation serves as an important channel through which trade affects economic growth; the better the extent of trade facilitation, the larger the effects of trade on economic growth.

Keywords: trade facilitation, international trade, economic growth, Africa

TRACK 5

Public Policy and Health Care Management

Financing Ghana's National Health Insurance Scheme and the Health of the Economy

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Abstract

Ghana started a nationwide mandatory National Health Insurance Scheme (NHIS) in 2004. Since 2009 however, the NHIS has been running operational deficits resulting in depletion of the seed money with which the NHIS was initiated. Further, the NHIS is in arrears in respect of reimbursing monies to service providers for resources used to provide service to NHIS members. This paper identifies variables responsible for operational deficits that the NHIS has suffered over extended periods and analyzes sustainability of the NHIS in the context of changes taking place in the Ghanaian economy. Findings reveal that membership identity cards are not priced on cost recovery basis, formal sector workers who belong to the mandatory national pension scheme constitute only 4% of membership but contribute 19% of revenues and expansion of the economy impacts revenues to the Scheme dramatically (more than any other source, by a wide margin). Steps must be taken to ensure that the economy expands and to formalize the informal sectors of the economy.

Keywords: Finance, National health insurance, health of the economy, Ghana.

The influence of Professional Culture on Organisational Culture: Evidence from Nigerian Medical Doctors

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This paper outlines the components of medical professional culture. It expounds the link between professional and organisational culture, and examines the relevance of professional culture as a determinant of organisational culture. The paper employs a qualitative research approach involving face-to-face semi-structured interviews with 54 medical doctors in Nigerian hospitals. The sample for the study covers different University Teaching Hospitals and private hospitals in the Western, Eastern, and Northern parts of Nigeria. The paper finds that a strong professional culture exists among Nigerian health professionals and that medical doctors put their professional culture above organisational culture. The paper also finds that the professional practice in Nigeria is characterised by a combination of professional values, beliefs, rules and regulations, ethics, language, symbols, and code of practice. In addition, professionals are eager to fulfil their Hippocratic Oath, as well as accommodate societal expectations. An overwhelming majority of Nigerian medical doctors refer to their professional culture as their organisational culture. The study thus suggests that a strong professional culture overwhelms organisational culture and eventually become the organisational culture, emphasising the dominance of professional culture over organisational culture.

Keywords: organisational culture, professional culture, health organisations, medical doctors.

TRACK 6

Human Resources, Management and Organization

Managerial Decision-Making and Organisational Performance in Private Sector Organisations: The Moderating Role of Interpersonal Conflict

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The issue of interpersonal conflict has been a thorny issue in higher power distant environments due to disagreement and divergence of superior and subordinate views resulting from managerial decision-making. This work looks at the moderating role of interpersonal conflict on managerial decision-making and organisational performance. A quantitative methodology was used to sample 197 managers from 10 private sector organisations in Ghana. By means of hierarchical regression, findings showed that there is a significant positive relationship between managerial decision-making and organisational performance, and also there was a negative relationship between interpersonal conflict and organisational performance. Findings also revealed that interpersonal conflict moderated the relationship between managerial decision-making and organisational performance. The paper recommends prudence in decision-making by managers in sub-Saharan African business environment.

How Talent Management Practices May Be Augmented to Accelerate Sustainable Development in Africa

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With the steady overall development of the continent, the African business landscape over the last decade has witnessed increased growth through numerous avenues. Growth has been through the emergence of formalised small and medium enterprises, the growth of business and transition from one scale to another as well as inward foreign direct investment. This business growth has presented interesting challenges in managing the African business particularly in the area of human resources and talent management. A persistent notion is the question of sustaining this growth on the continent. As enterprise grows, the need for talent is ever more pressing. This paper presents the findings of a narrative inquiry conducted in 2016 on an expert panel of talent managers in businesses based in South Africa. The focus of the inquiry was the challenges in talent currently faced by South African businesses and what possible solutions, that address the question of sustainable development, may lie in talent management practices. The study finds that there may be scope for the augmentation of current practice in psychometric testing which may address a plethora of problems currently defining the talent context in African business.

Mentoring for Career Advancement of Female Employees in the Public Sector

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This paper reports on research that addressed the significance of mentorship for career advancement of junior female employees in the public sector of South Africa (SA). The South African government has passed legislation and policies to advance the careers of women. Presently women make up approximately 60 percent of the workforce in the public sector and the tendency is that they are concentrated in the lower levels of occupational categories. With an influx of female employees entering junior level positions in government, it become essential that these women are supported in progressing and developing their careers. However, research indicates that career advancement for women is still a challenge and that one of the barriers to advancement is the lack of mentorship. In SA the public sector is lagging behind in recognizing the value of mentorship. Female employees have to either swim or sink as they navigate their way in the organisation. In addition, the bureaucratic nature of the public sector is a barrier to effective mentoring. A quantitative research approach was followed in this study. A probability sample of 400 female respondents, salary level five to ten, employed in the public sector of South Africa, were surveyed using a self-administered, five-point Likert scale questionnaire. Data was analysed using Statistica Computer Software. It is argued that there is a need for the development of a formal mentoring program for female employees in the public sector as female mentor support is positively related to higher levels of career advancement and leadership development. Furthermore, a supportive mentoring culture in the public sector will promote career advancement and empowerment of female employees.

A study of relationship between strategic orientation and performance of manufacturing firms operating during economic crisis in Zimbabwe

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The paper is a preliminary review based paper which attempts to contribute to the debate in the area of application of strategic orientation in examining differences in performance. This paper examines the manufacturing context of Zimbabwe to identify its importance and problems which the sector is facing due to prolonged economic crisis in the country. Further the paper examines the domain of strategies and identifies strategic orientation given by Venkatraman (1989) as a suitable construct to understand the different performances of Zimbabwean manufacturing firms during economic crisis. The paper concludes with a framework, hypothesis and sub-hypothesis for a further empirical research.

LEAD: What we've discovered about Leadership Effectiveness in Africa

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Leadership effectiveness in African countries is a growing research area, as increased foreign firms are expanding to the continent. The expansion includes sending expatriates to African countries in managerial and leadership roles. To facilitate effective leadership and communication, concepts such as religion and spirituality, ancestry, Ubuntu, the Tree of Talking, and the Big Man theory must be understood. This research explores how these concepts are integral to understanding effective leadership in African countries. It is through the lens of these concepts that effective leadership in Africa can be understood in order to create new best practices for expatriates in leadership roles. Effective leaders were found to be male, visionary, charismatic, intelligent, innovative, and spiritual or religious. The results of this study are valuable for those in academia and in management. The findings can be used to create specific directed training and learning aids that are culturally appropriate for organizations in these countries.

Attitude Towards Women in Management

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The perception that “managers are seen more in men” than in women is a global assertion. Discrimination, the “Glass ceiling effect” and women’s own self-perception have also been cited to hinder women’s ability to reach higher management positions. The study used a sample from the Ghana institute of management and public administration to collect data on attitude towards women in management and perceived integrity. Findings are discussed.

TRACK 7

Sustainability, Business Ethics, Law and Social
Responsibility

Social Media and Household Consumption among Middle Class Families in Africa: Perspectives on Sustainable Emerging Economy

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The use of social media has grown exponentially over the last decade in Africa and globally. There has not been adequate research conducted and reported on the development of social media within the African context especially relating to consumption. Therefore, there is a lack of consensus as to what role this tool will play in the development of sustainable economies of emerging societies. Additionally, the middle class within Africa is admittedly a growing concern but yet there exists few clear definitions of what this segment is and little research to establish their contribution to the growth of African economies. To address this gap, this paper will consider perspectives on the influence of social media and household consumption on a sustainable emerging economy. This paper will also discuss the relationship between the middle class, social media and entrepreneurship in creating sustainable economies in these societies. Monitoring the growth of these phenomenon will allow established and budding entrepreneurs and the governments involved to develop new strategies to drive the consumption that will be the catalyst for economic growth within these societies.

Keywords: Social media, Africa, Developing World, consumption.

Subscribers' Attitude Towards Direct Mail Infiltration from Unknown Sources in Nigeria

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The purpose of this paper is to describe individuals' stance by unearthing inherent dispositions assumed as a result of indiscriminate influx of unwanted mails directly into mobile devices from unscrupulous service providers, which eventually results into certain attitudes that may be either positive or negative. The paper uses the survey method to gain an understanding into individuals' outlook towards unsolicited text messages. Structured questionnaires were purposively distributed to respondents, and a total of 40 usable questionnaires were analysed using frequencies, percentages and the t-test statistic. The results show that subscribers are not favourably disposed toward unsolicited text messages, and that they react negatively towards them. It further reveals that the influx of unsolicited text messages during odd hours is a breach of ethical standards as regards to privacy. Consequently, individuals prefer that their consent be sought first by service providers before bombarding them with those mails. This paper addresses an important issue affecting individuals in this information age. As the spread of information becomes more rapid, certain areas of concern arise. This paper addresses those areas especially with respect to privacy matters as a way of emphasizing the significance of ethics in what is supposed to be an ordered system. The novelty of this paper is evident in its demonstration of individuals' innate feelings and its exposition of inherent attitude patterns in a setting where ethics is undermined. It utilizes the opinions gathered to elucidate the need for more cultured patterns of self-expression and communicating to others.

Keywords: Attitude, unsolicited mails, subscribers, service providers, disposition, invasion, privacy.

The Role of Business in Accelerating Sustainable Development in Africa

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Sustainable development is seen as a way to end extreme poverty, promote economic growth, and advance environmental sustainability and reducing gender inequality. Sustainable development is embedded in the Gross Domestic Product of a nation and GDP is used as an indicator of the economic health of a country and also as a way of measuring a country's standard of living. Accelerating sustainable development requires the involvement of businesses to play a role in creating economic growth and job creation. The understanding is that when businesses invest in capital that is used in the production of goods, they create employment which in turn helps boost the people's standard of living as they earn some income. However, accelerating Sustainable development has a bearing on employee empowerment where workers are paid living wages to meet their fundamental needs, job security, and right to join a trade union and working in an environment free of sexual harassment.

Keywords: Accelerated sustainable development, Africa, business, poverty economic growth, environmental sustainability people, profit.

Environmental Sustainability in Higher Education: The Case of a South African Distance Education Institution

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Across the world but even more so in developing countries like South Africa, where it can be argued that concern for the environment is a luxury that a large section of the population cannot afford, universities have a distinct responsibility to shape society and influence thinking on the matter of sustainable development in general and environmental sustainability in particular. Various studies have been undertaken by a variety of scholar from different parts of the world on the joint and individual implementation of environmental sustainability initiatives by universities. These records make clear the significant barriers faced by universities that embark on this journey, but also identify the drivers that support successful implementation. This paper chronicles the efforts of a South African distance education institution to ensure that environmental sustainability not only permeate all three aspects of its academic activity, namely teaching, research and community engagement, but also becomes evident from the manner in which its campuses across the country are managed and operate. It furthermore discusses key aspects that the institution needs to focus on to maximise the drivers to its disposal and minimise the barriers it faces if it wishes to attain the successes it has set its sights on.

Keywords: Higher education; environmental sustainability; South Africa; distance education.

Effect of Environmental Costs Accounting and Reporting on Firm Financial Performance: An Overview of Quoted Nigerian Oil Companies

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The objective of this research is to ascertain the effect of environmental costs on firm performance. To achieve this objective, the study made use of financial reports of Oil and Gas Companies quoted in the Nigerian Stock Exchange Market from years 2006-2015. Regression analysis was employed with the aid of Statistical Package for Social Sciences (SPSS). The analytical results indicate that better environmental performance positively impact business value of an organization. Moreover, environmental accounting provides the organization with an opportunity to reduce environmental and social costs and improve their performance.

Keywords: Environmental accounting, reporting, firm performance, sustainability, environmental costs, stakeholders needs.

Corporate Social Responsibility Communication (CSR) by Banks: Exploring Young Customers' CSR Information Behaviour

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Corporate Social Responsibility disclosure has been widely studied from firms' perspectives. Limited study have been conducted from the users' perspectives. Meanwhile, they are part of the targets of the disclosure and they make use of the information. Thus in this study we examine CSR information behaviour of bank customers in the youth market. We employed a case study research method. The participants were purposively selected. They were undergraduate students who have taken a course in Social Responsibility and Ethics. Semi- structured interview method was use to collect data. Interpretive method was used to analyse the data. The results show that most of the participants do not seek CSR information while a few encounter it in the newspapers. We also found that a few of the participants do for various reasons. We also noted that the preferred source of CSR information for the participants are Television, radio and the internet. Additionally, we noted that CSR plays less role in bank selection among the participants although they believe that the banks should engage in CSR. This study contributes to the CSR disclosure literature as few studies have studied CSR disclosure from the users' perspectives. Again, limited studies have employed human information behaviour theory to study CSR disclosure.

Keywords: Human information behaviour, information behaviour, CSR disclosure, CSR communication, CSR reporting, CSR, information sources.

A Stakeholder Theory-based Value Chain Model for Sustainable Production and Consumption: A global North and South Analyses

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The paper develops and applies a conceptual value chain and stakeholder-based model for sustainable production and consumption analysis in global value chain networks. This stems from the fact that recent studies on Global Value Chain (GVC) and Global Production Network (GPN) have highlighted the need to integrate global South or developing countries into global value chains because of the implication that these can have on economic and social upgrading. A mixed methods research methodology was adopted in the development and application of the conceptual value chain and stakeholder-based model. It is based on Stakeholder Theory and econometric Multi-Regional Input-Output analysis. The model is applied to empirically test the value chain activities in the production networks linking the global South (Cameroon, Cote d'Ivoire, Ghana, Nigeria and Senegal) and the global North (UK) complemented with in-depth interviews with leading global North (UK) Retailers and Brands. Complementing the quantitative results generated, the framework and results posits that the relative value added contributions of Global North and South stakeholders and the business and sustainability mind-sets of UK Retailers and Brands impacts on industrial value chains of the Global South. However, sustainable consumption underpinned by the tenets of stakeholder theory holds great prospects for developing markets of the Global South. No research currently investigates the role of stakeholder theory within a GVC and GPN paradigm and in sustainable production and consumption. The conceptual framework development and application therefore provides a robust theoretical base to address these.

Keywords: Global Value Chain, Stakeholder Theory, global North and South, Sustainable Production and Consumption.

TRACK 8

Marketing and Consumer Behavior

Service Recovery efforts as key to customer loyalty in the airline Industry. The case of Rwanda Air.

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The study sought to understand how service recovery efforts influence customer loyalty in the airline industry using the case of Rwanda Air. This study was motivated by the fact that service failure and service recovery have attracted considerable attention in the airline industry. The study was premised on the objective to establish whether the service recovery efforts by the airlines influence customer loyalty. Using a closed ended- on line administered questionnaire, the respondents were asked to rate the different constructs of service recovery identified through literature review. These respondents were only corporate customers got from the Rwanda air offices in Kampala and Kigali. The questionnaires were then downloaded and entered into SPSS for Analysis. The relationship between Service Recovery and customer Loyalty were analysed based on four items as independent variables (Reliability, Responsiveness, assurance and Empathy). Results show that Adjusted R Square.061, this implies that 61% of variation in customer Loyalty was explained by the independent variables included in the model, and given that the coefficient of multiple determination was found to be, $R^2 > .50$ (.61), then is deemed fit for this analysis, and the testing the hypothesis $H_0: \beta = 0$, There is No significant statistical relationship between service Recovery and Customer Loyalty.

Conspicuous Consumption Patterns of Middle class Black African women in Africa

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In its general form, consumption is a universal phenomenon. However, a plethora of evidence in the literature shows the discourses of its different types of which conspicuous consumption is one. This consumption type is commonly conceptualised in the literature as characterised with a show of wealth or consumption for social communication in the society. Meanwhile, increasing evidence shows various positive signs about African economy and in more specific form, it shows that Africa's middle class is broadening among the key parameters. Accordingly, such developments open various windows of opportunities for business and research endeavours. With this in mind, this conceptual paper is an eclectic synthesis of the extant literature on the conspicuous consumption of the middle class Black African women. It unpacks the dynamics of this consumption act in relation to culture and economic development focussing on women as the contextual platform. The implications of the study are highlighted in the paper.

Benefits and Trust South African Consumers have for FMCG brands

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Branding of fast moving consumer goods (FMCGs) has become an integral part in attracting and retaining consumers in the growing competitive retail market. Successful branding of FMCGs involves positioning products correctly and developing trust and loyalty towards the brands. These however depend on marketers' knowledge of the specific consumption benefits consumers enjoy from the brands. Noting that the benefits consumers enjoy are product type and culture specific, this study surveyed 272 consumers in South Africa to investigate 1) whether in addition to utilitarian benefits; consumers also receive hedonic benefits from FMCGs brands and 2) whether these benefits do affect their brand trust. Unlike findings suggesting that FMCGs hold more utilitarian value, this study revealed that hedonic benefits are equally enjoyed from FMCGs brands. These two benefits strongly and positively impacted on brand trust. While there is the belief that FMCG consumers are elusive and chase discount prices, this study contributes by revealing that in addition to utilitarian benefits, consumers also enjoy aesthetic, experiential and enjoyment-related benefits from the FMCG brands to develop brand trust. Marketers should therefore adapt their brand communication strategies to take advantage of both the functional benefits and the emotional security that their branded FMCG products provide.

Keywords: Utilitarian benefits; hedonic benefits; brand trust; FMCG brands; South Africa

Influence of Social Cognitive Factors on Career Choice Satisfaction within the Technology Career Path in Sub-Saharan Africa: A Gendered Perspective

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The technology workforce is plagued with a diversity issue caused by women leaving the field at an alarmingly high rate. This global phenomenon, particularly afflicts developing nations, since women are posited to make up only 30% of the Technology workforce. However, there is little evidence from developing nations on the phenomenon since most studies have been conducted in 'industrialized countries'. Therefore, this article explores the relationship between socio-cognitive mechanisms (self-efficacy, outcome expectation, perceived social support, work-family conflict) and career choice satisfaction, which is posited to be one of the key influencers in the decision to continue in a particular career path. Data was collected among students pursuing technology courses, such as Bachelor of Science in Informatics and the Bachelor of Telecommunications, in a private university in Kenya using a questionnaire. The findings reveal that self-efficacy, outcome expectation, perceived social support positively influence career choice satisfaction, especially among female students. Additionally, work-family conflict negatively influences the career choice satisfaction of only the female students. This means that the government, higher education institutions and employers need to be attentive to the influence of socio-cognitive mechanisms among women and use this information to reduce the exodus of women from careers in Technology.

Keywords: Career choice satisfaction, Career Persistence, Self-Efficacy, Outcome Expectation, Perceived Social Support, Work-Family Conflict, Technology.

Determinants of Customers' Brand Choice and Continuance Intentions with Mobile Data Service Provider: The Role of Past Experience

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This study investigates the determinants of customers' brand choice and continuance intentions with mobile service providers in the context of Mobile Data Service (MDS). This study also captures the impact of past experience on behavioral outcomes. Data was collected from 304 customers of mobile data service firms and analyzed using regression analyses. Results indicate that mobile service quality, pricing structure and promotion, but not brand image affects brand choice whereas **continuance intentions** are affected by the mobile service quality, brand image and price. Customers' past experience relates significantly and negatively with brand choice but not continuance intention. The contribution and implication of the study is discussed.

Keywords: mobile data, continuance intention, service quality, technology adoption, brand choice.

Materialism among Young Ethnic Consumers: Avenues for Future Research

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It is a truism that all consumption decisions are goal driven. So, materialism is severally acknowledged as consumption of material things to fulfil many purposes such as boosting self-esteem, aiding self-construction and achieving distinctiveness among others. This is particularly so as extent literature shows that materialistic consumers tend to have higher level of psychological dissatisfaction. Meanwhile, based on the synthesis of the myriad of views on this phenomenon, this conceptual paper pinpoints a palpable gap. This is the lack of scholarship on this issue in relation to young ethnic consumers. Hence, it sets some directions on how the issue could be explored in future studies in relation to the context of Young Black African consumers in the UK. Both the theoretical and managerial implications are highlighted in the paper, especially on its value in the segmentation, targeting, and positioning strategies.

Keywords: Materialism, young consumers, ethnicity, UK, research, culture

Consumer Ethnocentrism: Empirical Evidence from Ghana

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The study examines consumer ethnocentrism in Ghana. The specific objectives were to ascertain the factors that control purchase decision in Ghana; the perceptions on foreign – made – products; the implications of purchasing and foreign made products; and consumer ethnocentrism tendencies scale. The study was both qualitative and quantitative. Convenience sampling technique was used in selecting 480 respondents for the study. Percentages, mean and standard deviations were used in assigning meaning to data. A test of reliability was also conducted using the Cronbach's alpha analysis. The study revealed that Ghanaian consumers are ethnocentric to some extent when it comes to the patronage of foreign made products. However, quality, packaging and price are the major reasons they sometimes opt for foreign products. Consumers acknowledged that, buying foreign products hurts the local business, decreases value of the Cedi and make other countries richer. Although some studies have been conducted on the effects of high imports, the study on consumer ethnocentrism in the case of Ghana is unique.

Keywords: Consumer, Ethnocentrism, Perception, Purchase, Ghana.

Conspicuous Consumption Patterns of Middle class Black African women in Africa

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In its general form, consumption is a universal phenomenon. However, a plethora of evidence in the literature shows the discourses of its different types of which conspicuous consumption is one. This consumption type is commonly conceptualised in the literature as characterised with a show of wealth or consumption for social communication in the society. Meanwhile, increasing evidence shows various positive signs about African economy and in more specific form, it shows that Africa's middle class is broadening in relation to the key relevant parameters. Accordingly, such developments open various windows of opportunities for businesses and research endeavours. With this in mind, this conceptual paper is an eclectic synthesis of the extant literature on the conspicuous consumption of the middle class Black African women. It unpacks the dynamics of this consumption act in relation to culture and economic development focussing on women as the contextual platform. The implications of the study are highlighted in the paper.

Social Media Marketing and Sales Performance: The Mediating Role of Employees' Extra Role Service Behaviours

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This paper examines the influence of social media marketing strategy on sales performance. It also examines the mediating role of employee's extra role service behaviours on the relationship between the social media marketing with customer-based relationship performance and financial outcome-based performance. Data was collected from 104 respondents from 13 different industries on Facebook. Using structural equation modelling, the results indicated that Facebook marketing has a significant and positive relationship with sales performance. Also, the findings show that employees' extra role service behaviours partially mediate the relationship between Facebook marketing and customer-based relationship performance and financial outcome-based performance.

Marketing approach to customer complaint management in Nigerian tertiary institutions

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Service failure and customer dissatisfaction are regular outcomes of service provision in most labour-intensive service industries in Nigeria and other developing countries. The tertiary education sector in Nigeria is not an exception. The various customers of tertiary institutions experience different forms of negative service outcome. The approaches adopted by these institutions in managing the complaints determine whether the resolution will be seen by dissatisfied-complainants as satisfactory or otherwise. Integrating the marketing concept (marketing approach) in the complaint resolution policies of tertiary institutions by adopting approaches that uphold fairness, accessibility, responsiveness, efficiency and integration is message of this paper. This will be leverage to the institutions competitively in terms of positive word-of-mouth, strong customer loyalty, good referral, sustainable business, long term profitability and enhanced goodwill. This paper exposes the need for a marketing-based approach to customer complaint management in tertiary institutions.

Keywords: Customer Complaint Behaviour Model, Marketing, Customer Complaint Management, Nigerian Tertiary Institutions

Triangulation of Religiosity, Business Ethics and Customer Satisfaction: Nigerian Experience

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The study is based on qualitative approach using phenomenology approach to study the relationship that exists among religiosity, business ethical practice and customer satisfaction. Nigerian environment is considered in the study by examining the different ways people express religious beliefs and religiosity in their behaviours and how it has affected business practices and decisions. The study finds out that there is a connection between religious orientation and ethical practice among business owners and staff and that it affects business practices and decisions. A Newspaper's editorial reports and news on production and distribution of fake and substandard products in Nigeria are studied and they help to understand and integrate the level of unethical business practice into the study. Importantly, Allport's and Allport-Ross' models guide the study whereby intrinsic orientation (IR) and extrinsic orientation (ER) are examined relatively to business owners' business decisions and practice.

Does corporate reputation influence service provider selection? Evidence from the Ghanaian banking industry

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Even though scholars have proposed multiple dimensions to measure corporate reputation, little empirical research exists on the relationship between these dimensions and service provider selection. This study tests the relationship between these dimensions and bank selection and moderated the outcome with brand image. The study is quantitative, using the survey methodology to collect data from 540 retail bank customers. The result was analysed using Structural Equation Modeling. The study found that customer centric, social and ethical engagement, emotional appeal and corporate performance predicted customer selection of banks. The result also indicated that brand image also moderated the relationship between social and ethical engagement, corporate performance and bank selection. The strategic implications of the results are discussed in the paper.

Market Segment-Driven Housing Affordability Criteria for Housing Programs in Nigeria- An Arrow in the Quiver?

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This paper sought to conceptualize the adoption of market segmentation strategy in the design of efficient housing program affordability criteria in Nigeria. Affordability of housing is a critical issue facing the

actualization of the basic human need for shelter in a developing nation, such as Nigeria. This article drew from some previous market segmentation studies to develop a conceptual model of housing program affordability criteria that incorporates the process of market segmentation in the design and implementation of housing program affordability criteria. The conceptual model presented in this paper, provides a unique, pragmatic and helpful structure, for understanding how multiple affordability criteria that reflect the needs of target segments of a housing program could be developed and implemented using market segmentation strategy.

Keywords: Market segmentation, Housing affordability, Housing needs, Housing program, Market segment-driven.

Vertically Integrated Enterprises, Formula Apportionment and Transfer Pricing under Bertrand Competition

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Abstract

This paper demonstrates that under conditions of a penalty scheme for transfer price violations where markets are characterized by imperfect oligopolistic price competition a transition from Separate Accounting (SA) to the Formula Apportionment (FA) method eliminates the incentive of profit shifting via the transfer price. However, under the SA system of taxation the tax rate differential between jurisdictions determines whether the MNF would over-invoice or under-invoice its internal transfers. In the absence of the tax effect I show that under oligopolistic competition the MNF will over-invoice its intra-firm transfers under both FA and SA and this optimal price is a strategic mark-up over the input price.

Keywords: Enterprises, transfer pricing, Bertrand competition, separate accounting.

A study of Coopetition and Branding in the Tourism Industry and the Implication on African Tourism

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The increasing international competition in the tourism industry makes it harder to find competitive advantages. Since the tourism industry is important, not only for the tourism companies, but also for individual countries the development of the industry is of high interest. To be able to create a strong international destination there are two factors which could be essential; cooperation among the industry and brand building. This paper shows the case of the destination Swedish Lapland where the innovation of a new brand and cooperation through coopetition contributed to a positive development of incoming international tourists. The knowledge from this research is transferable also to destinations in Africa to increase their international competitiveness.

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The use of social media has grown exponentially over the last decade in Africa and globally. There has not been adequate research conducted and reported on the development of social media within the African context especially relating to consumption. Therefore, there is a lack of consensus as to what role this tool

will play in the development of viable economies of emerging societies. Additionally, the middle class within Africa is admittedly a growing concern but yet there exists few clear definitions of what this segment is and little research to establish their contribution to the growth of African economies. To address this gap, this paper will consider perspectives on the influence of social media and household consumption on a viable emerging economy. This paper will also discuss the relationship between the middle class, social media and entrepreneurship in creating viable economies in these societies. Monitoring the growth of these phenomenon will allow established and budding entrepreneurs and the governments involved to develop new strategies to drive the consumerism that will be the catalyst for economic growth within these societies.

Keywords: Social media, Africa, developing world, consumption, entrepreneurship

Social Comparison and Value Co-creation in the Hairdressing Salon Industry: Do they influence perceived benefits?

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Service offering Small and Medium Sized Enterprises (SMEs) in developing countries are continuously increasing implying an increase stiff competition with other SMEs in their respective sectors. Being a service firm, such SMEs need to overcome the challenges of services like inseparability of services. This study aimed at exploring the influence of social comparison and value co-creation on perceived benefits in service SMEs particularly hairdressing saloon. A structured questionnaire was used in capturing information from 175 patrons of hair dressing saloon in Dar es Salaam while they were consuming the services within the saloon. Exploratory factor analyses were employed in validating and selecting the respective items under the three study variables. Multiple regression analysis was employed to test the hypotheses with the results indicating social comparison and value co-creation to significantly influence the patrons' perceived benefits derived from salon experience. Practically, the results offer insights on how service SMEs need to strategically use social comparison and value co-creation to entice their customers. Theoretically, the findings improve our understanding of the relationship between the three study variables that are yet to be tested under different contexts. The study avails valid instruments for social comparison and value co-creation that can be used in similar studies.

Keywords: social comparison, value co-creation, SMEs, perceived benefits

Internal Marketing and Employee Satisfaction: Insights from the Hotel Industry

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Internal marketing is said to be a tool that can be deployed to among other things generate satisfaction among employees. However, not much empirical data exist to confirm these concepts, especially in the small hotel sector. This study was therefore designed to empirically test the impact of internal marketing on employee satisfaction and to assess the internal marketing dimension that most significantly impacted employee satisfaction. Regression analysis was employed to analyse the data. It was found that, internal marketing had a positive and significant impact on employee satisfaction, accounting for about 48% of the variance in employee satisfaction. Seven factors were regressed on employee satisfaction and five of them

had statistically significant impact on employee satisfaction. These factors included employee empowerment, staff development, ICT, fairness, and internal communication. Employee empowerment was established as the most significant factor that impacted employee satisfaction. It is recommended that management of small hotels critically consider establishing management practices capable of engendering satisfaction among employees as a means to satisfying the external customer. It is also important for future research to apply the factors established in this study, to investigate their impact on employee satisfaction in the luxury and first class hotels.

Keywords: Internal marketing, dimensions, small hotels, hotel sector, employee satisfaction, Ghana

Assessment of Non -Price factors towards the Purchase of Consumer Counterfeit Products

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Non-deceptive counterfeiting is considered to be one of the key areas researchers ought to have considered in the Sub - Sahara African countries for both academic and policy initiatives; but they are mostly inadequate in academic arena. The study examined the influence of non-price factors on consumer attitude and purchase intention towards counterfeit consumer products in Ghana. The study began with an interview - out of which themes were developed and tested quantitatively through 413 consumers from the Kumasi metropolis using purposive and snowballing sampling techniques. The analysis was done using SPSS for the demographic variables while Structural Equation Modelling statistical technique (SEM) through Smart PLS software version 3.0 was also used to determine the hypothesised relationships. The findings revealed that, country of origin effect had a significant positive influence on both attitude and intention to purchase counterfeit products than social influence and personal gratification on consumers' part. The study findings do not only provide explanations for the inadequate conclusions documented in marketing literature on non - deceptive counterfeiting in developing countries but also call on policy makers and managers of manufacturing companies to take relevant actions to alleviate the negative influence of counterfeiting on business activities in Africa.

Keywords: Counterfeit, non - deceptive, country of origin, social influence

Service Quality in Non-regular Undergraduate Programmes in Nigerian Universities – A Survey of Students in the South East

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Abstract

Non-regular undergraduate programmes are rapidly becoming desirable among higher education seekers in Nigeria. This can be traced back to 1960 when the Ashby Commission Report recommended the establishment of evening degree programmes for civil servants at University of Nigeria, Nsukka and

University of Lagos. The essence of this provision was to enable the civil servants upgrade their skills and knowledge so as to constitute high level manpower, needed for economic development of the nation. Today, virtually all public universities operate non-regular programmes in accordance with the NUC standard. However, there is the need to gauge the quality of these programmes as most universities, including the regulatory authorities tend to relax policies on these programmes vis-à-vis the regular option. This study investigates the service quality level of non-regular undergraduate programmes in South-Eastern universities in Nigeria from the students' perspective. The yearly teeming enrolments into these programmes and the society's expectation from the graduates of the programmes, make this study imperative. The study will identify service quality gaps and recommend corrective measures for national development.

Keywords: Non-regular programmes, service quality, University Education

Determinants of Customers' Brand Choice and Continuance Intentions with Mobile Data Service Provider: The Role of Past Experience

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This study investigates the determinants of customers' brand choice and continuance intentions with mobile service providers in the context of Mobile Data Service (MDS). This study also captures the impact of past experience on behavioral outcomes. Data was collected from 304 customers of mobile data service firms and analyzed using regression analyses. Results indicate that mobile service quality, pricing structure and promotion, but not brand image affects brand choice whereas **continuance intentions** are affected by the mobile service quality, brand image and price. Customers' past experience relates significantly and negatively with brand choice but not continuance intention. The contribution and implication of the study is discussed.

Keywords: Mobile data, continuance intention, service quality, technology adoption, brand choice.

Customization and Process Innovation for Firm Performance Improvement: Evidence from the Hospitality Industry

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This study analyses the individual and the interactive effects of process innovation and customization on the performance of hospitality firms. The paper through the organizational capability perspective explains how the simultaneous development and implementation of complementary capabilities increase the performance of firms. Using data on hospitality firms operating in Ghana, this study employs confirmatory factor analysis as well as structural equation modeling to produce robust findings. The findings suggest that both process innovation and customization in the hospitality industry improve financial and non-financial performance. The study also found that improving the customization capabilities of hospitality firms allow the firms to benefit from the two value streams offered by customers; thus as resources and production partners. The interaction of process innovation and customization showed higher levels of firm

performance. The study contributes to knowledge by offering that customer involvement capabilities must be seen as second order capabilities that should facilitate the effectiveness of first order capabilities such as innovation. This study shows that when innovation as a first order capability is aligned with a related second order capability, such as customization from the customer involvement perspective, higher levels of performance is achieved.

Keywords: Customization capabilities; customer involvement; process innovation; hospitality; firm performance.

Investigation of Tourists Total Dining Experiences in Tanzania: An Inbound Tourist Perspective

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Tourists' food consumption is increasingly considered as a source of memorable and an exciting encounter potential to unleash some intense fulfilment of a travel. Since almost all tourists must eat when travelling, tourism dining constitutes major means of experiencing destinations' culinary offerings. Therefore, it is important to understand how tourists evaluate their dining experiences and what determines such responses to enable staging of stimulating dining encounters to achieve touristic dining experiences. This study investigated tourists' Total Dining Experiences (TDE) with the focus on the relationship between determinants [Dining Quality Components - DQCs] and attributes of TDE. The mediation effect of emotional responses (positive and negative) in the relationship between DQCs and TDE was further examined. Results indicate attributes used by tourists' to evaluate their Total Dining Experiences including adventurous (escape), lifetime experience (pleasure), sampling more unique local flavours (novelty), memorability, part of culture (authenticity & social inclusion), varieties of new ingredients (learning) and satisfaction (goal achievement). The determinants of TDE were also identified and included Food Quality, Service Quality, Environment Quality, Price Offered and Other Guests. Results of estimated structural relationships indicate significant positive relationships between determinants and attributes of TDE as well as some significant mediation effect in these relationships.

Brand Equity: Toward an Integrated Conceptual Framework

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There is no doubt that branding is pivotal to the performance of institutions of all kinds. Generally, for the public and private institutions to operate successfully, they must adopt/adapt some form of brand elements to enable them fulfil their mandate. The concept of branding is a key construct in the marketing literature and a number of studies have pointed to the fact that branding has a long history (Aaker, 1992; Kim, 2001; Nelson et al., 2003). Even though, studies have been conducted in the arena of branding, most of these studies have largely focused on the benefits of brand equity and its antecedents (Okumus et al., 2016; Kim, 2016; Ong et al., 2014). There are limited conceptual pieces on brand equity frameworks in the scholarly marketing literature (Aaker, 1992; Lin. 2008; Drèze. 2010; Henard et al., 2011). The aim of this research is to develop an integrated conceptual framework of the relationship between brand equity and firm performance and to highlight the possible mediators and moderators (Sese et al., 2015; Teah, 2016). A review of the extant theoretical and empirical literature on brand equity and firm performance through web search facilitated this study. The study contributes to the body of knowledge on the brand equity and firm performance. The study provides practitioners with an integrated framework of brand equity and firm performance for corporate decision making. An integrated framework on the brand equity, mediating and moderating variables serves a fertile ground for further empirical examinations by academics.

Keywords: Brand equity, firm performance and integrated conceptual framework.

The Mediating Role of Marketing Culture on Market and Brand Orientation on Business Performance

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The purpose of this study is to assess the mediating role of marketing culture on brand orientation (BO) and market orientation (MO) in driving business performance (BP). While extant literature exists on market orientation and its impact on business performance, little is known of how brand orientation positively impacts on business performance (Gyrd-Jones, Helm & Munk, 2013); nor how the marketing culture mediates the influence of brand orientation and market orientation on business performance. This study is essential as it responds to the growing calls for a shift in focus on market orientation to brand orientation on the one hand (Urde, 2014); and on the other, a hybrid of the two strategic orientations (Gromark & Melin, 2013). This study therefore seeks to bridge the knowledge gap by providing insight into how culture mediates the relationship between these strategic orientations and business performance within the service sector of Ghana. A simple random sampling technique will be used to select firms. Questionnaires will be administered directly to the employees of these institutions; while face-to-face interviews will be conducted with the executive management of these organizations to gather insight into the influence of marketing culture on their strategic orientations (Stephan & Uhlaner, 2010). The analysis of the data will be conducted using structural modelling equation. The Resource Based View (RBV) and the Dynamic Capability Theory (DCT) would be the guiding theory for this study ((Hirvonen & Laukkanen, 2014; Barreto, 2010).

Keywords: Market orientation, Brand orientation, Marketing culture, RBV and DCT, Services and Ghana.

Exploring the Satisfiers and Dissatisfies in Airline Customers: A Tanzanian Perspective

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According to the World Economic Forum, infrastructure is one among the four pillars of destination competitiveness that includes air transport, ground and port, and tourist service. In fact, without having satisfactory air transport a tourist destination is considered less competitive as it will fail to attract and serve both international and domestic tourists. Albeit having empirical studies on airline customer satisfaction that have identified several factors influencing satisfaction, most of the studies focused on international airlines with the results not necessarily reflecting domestic airlines serving intra-destination tourist movements. Moreover, majority of the previous studies were done in the context of developed countries with different contexts with respect to destination development. The overreliance of quantitative approach in understanding airline customer satisfaction implies the possibility of delving deeper into customer satisfaction is limited and thus providing a limited understanding of airline customer satisfaction that might impede destinations to elevate their competitiveness. This study aimed at exploring the satisfiers and dissatisfies within the context domestic airlines in Tanzania. A qualitative approach was used with data being captured from a total of 33 online reviews for two major domestic scheduled flights in Tanzania. Data

analyses involved thematic analysis followed by content analysis and eventually subjected descriptive analyses. The results indicate the common satisfiers to be flight conditions, timings of the flights, and in-flight customer care while the common dissatisfies included poor customer communication, poor organization, ground customer care, and in-flight customer care. Overall, the reviews for both airlines indicate the customers not to be satisfied as the frequency of dissatisfaction were higher compared to satisfaction. These results offer several practical implications to airline managers and airline regulatory authorities in elevating customer satisfaction that will improve not only the airline's performance but also enhancing competitiveness of Tanzania as a tourist destination. Theoretically and conceptually, the study finding further confirms previous factors influencing airline customer satisfaction identified in previous studies. Generally, it is recommended that Tanzanian Airline Service Providers have to improve their services to increase the level of satisfaction of their current customers to gain competitive edge in the future. Moreover, Tanzanian Airline Service Providers are urged to understand thoroughly factors that influence customer satisfaction, this will enable them to deploy strategies that promote or increase customers' satisfaction.

Keywords: Airline, satisfiers, dissatisfies, competitiveness, Tanzania, qualitative approach.

Service Innovation and Customer Satisfaction: Mediating Role of Customer Perceived Value

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The purpose of this paper is to examine the mediating role of customer perceived value on the relationship between service innovation and customer satisfaction in the telecommunication industry in Ghana. With a positivist philosophical assumption, conducting a survey research through the use of questionnaires, and using a non-probability sampling techniques, specifically the convenience sampling technique, and this study uses the structural equation model (SEM) to analysis empirical data obtained from the field to establish relationships between the constructs presented in the conceptual framework. To practice, this study will provide an understanding of the contribution of customer perceived value to service organizations. Firms can utilize the findings of the study as guidelines for developing their policies, as well as directions for service innovation investments. This paper is the first of its kind to examine the mediating role of customer perceived value on the positive relationship between service innovation and customer satisfaction. As most of the researches done in this field within developed examined the direct relationship with focus from the firms' perspective with limited focus on customers.

Keywords: Service innovation, customer satisfaction, customer perceived value, telecommunication industry.

Team Sport Sponsorship and Fans' Loyalty to Sponsor's Product

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Sponsorship has become an integral part of sport and is increasingly becoming one of the fastest growing forms of marketing communication tool that organisations utilize to reach its target audiences. Despite its importance, the nature of the relationship between sponsorship and fan loyalty to the sponsor's product is still not clear, much of the research on sponsorship has majorly focused on recall and recognition or management practices. Furthermore, there is scant academic research into commercial sponsorship which is a marketing-related field, and much of sponsorship research is empirical with inadequate theory development. This paper identify from literature, the models explaining sport consumer behaviour and empirically determine the relationship between fans perception of team sport sponsorship, and loyalty towards the sponsor of their favourite sport team. The research design and methodology is a combination of literature review and empirical study. Non-probability sampling techniques involving judgment and convenience sampling procedures were used in conducting the survey. Four hundred and ninety-seven (497) respondents participated in the main survey for the study, from whom data was collected and analysed, with a seven-point Likert scale. Findings showed that three factors; team attachment, sponsor identification, and brand/sponsor image and receptiveness significantly correlated with loyalty to sponsor and the sponsor's product.

Keywords: Fans, loyalty, sponsor, sponsorship, sport.

An Investigation into the Marketing Practices of Small Scale Businesses of Selected Food Processing Firms in Ghana

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Small scale businesses are on the growing trend as these businesses can be found at almost every sector of any economy globally due to their important contribution to national development. The SMEs contributes massively and large percentage to nation's Gross Domestic Product (GDP) in ensuring growth, employment and income stability of most countries in Africa and the rest of the world (Mahmoud, 2010; Abor, 2007; Abor and Quartey, 2010). This research is basically concerned with an investigation into the marketing practices of small scale businesses in some selected regions in Ghana with much focus on selected food processing firms. Most studies done over the past years examined more about the market orientations of SMEs in both developed and developing countries (Blankson and Stokes, 2002; Hinson and Mahmoud, 2011) and the few works done on marketing practices emphasis more on the large firms or businesses. Primary data were collected by the use of structured questionnaires which were designed and administered to food processing firms within the SMEs and other stakeholders were interviewed face-to-face for their

input on this study. Secondary materials were extracted from relevant textbooks, reports, articles and journals. The Statistical Package for the Social Sciences (SPSS) was used for the data analysis. Even though small businesses are growing and they play an important role in nation building by offering employment to many and adding to the nation's GDP, it faces a lot of challenges in finances, machineries and other logistic which to some extent had been attributed to their ways of thinking regarding marketing as most of the SMEs view marketing practices as something for the large firms so their activities are more informal and unplanned but relies on the intuition and energy of the owner-manager. Finally, effective implementation of the recommendation could lead to growth of SME's in the country and eventually result in creation of employment as well as poverty reduction in Ghana.

Keywords: Marketing practices, market orientation, food processing, SMEs and Ghana.

Cooperative advertising programs: Are accrual constraints necessary?

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This paper investigates how the use of an accrual constraint in a cooperative advertising program affects channel members' profits in a bilateral monopoly, as well as their pricing and advertising decisions. The main findings indicate that, compared to unconstrained cooperative advertising programs, when an accrual constraint is used and the manufacturer's contribution to the retailer's advertising costs exceeds the accrued cooperative advertising budget, the retailer reduces both her retail price and advertising efforts to the level where cooperative advertising is not offered; while the manufacturer also reduces his wholesale price and advertising efforts, but this time, the wholesale price remains higher than when there is no cooperative advertising. These strategic moves translate to less (more) profits for the manufacturer (retailer). The use of an accrual constraint is counterproductive for the manufacturer as the retailer uses the accrued advertising fund as a side payment rather than a direct incentive to invest more in advertising. The manufacturer and retailer are better off when unconstrained cooperative advertising programs are supplemented with other incentives, including side payments and advertising support services.

Corporate Social Responsibility as a Positioning Strategy: Evidence from the Ghanaian Telecommunication Industry

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Introduction and Purpose of Study – The telecommunication industry in Ghana has seen a lot of growth over the last decade and with up to six telecommunications companies operating in Ghana currently, there is very little to choose between any two brands. In an overly communicated sector such as the telecom sector, corporate social responsibility (CSR) as a positioning strategy seems to be a better way to differentiate one's offering from the rest. With customers more concerned about organisations social responsibility activities and with the telecommunications companies investing huge sums of money into CSR activities it is imperative to find out if the telecom companies employ CSR (image and ethos) as a positioning strategy. The main objective of this study is to shed light on the concept of CSR as a positioning strategy based on views from customers of telecommunication companies. Specific objectives are; to examine if the telecom companies in Ghana have employed CSR (image and ethos) as a positioning strategy; to examine the different positioning strategies employed by the telecom companies in Ghana; to examine the dominant positioning strategies employed by the telecom companies in Ghana.

Design/Methodology/Approach – The study sampled 438 students of one of the oldest universities in Ghana, who are customers of the telecommunications companies, via a non-probability sampling method. Analysis of variance (ANOVA) and Hochberg post hoc tests were employed for the analysis.

Findings –The results from the descriptive statistics of the positioning strategies showed that from the customers' point of view, the telecommunication companies in Ghana only adopt two strategies. These strategies include the competition (Nysveen et al, 2005; Eshghi et al, 2007) and image and ethos strategy (Hinson and Kodua, 2012), an indication that the ethos and image strategy is being employed by the telecommunication companies. Nonetheless, between these two strategies, the study found that competitive strategy was the most dominantly-used positioning strategy in the telecommunications industry.

Research limitations/implications – Future studies be carried out in other jurisdictions to affirm the validity of the results. Also a longitudinal study with respect to the positioning strategies of firms should be carried out to ascertain the changing trends that can impact and affect the positioning strategy of the firm.

Originality/value – It is the first of its kind to be carried out in Ghana in the area of CSR as a positioning strategy and will be of interest to academics and practitioners in both CSR and positioning.

Keywords – Corporate social responsibility; positioning; strategy; telecommunications; Ghana.

Market Research in Africa: Challenges, Methodologies and Pathways Forward

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Currently, there is a realization that marketing generalizations made from data collected from the Western world may not necessarily apply to the emerging markets; there is also a renewed interest among academics in understanding differences between consumers in developed and those in emerging markets. This interest is heightened by the statistical analysis that 80% of the world's consumers now live in emerging and developing markets creating a push for more marketing research. However, Africa seems left out of this "push for more research" to validate these marketing generalizations and to understand these differences. Yet, by 2025 Africa will house 20% of the world's inhabitants. Furthermore, Africa offers "great promise as the last economic and industrial frontier" and as "the land of the future". To capitalize on Africa's market opportunities, an understanding of African consumers and the African marketplace is needed. However, gathering data on African consumers and markets has long been a challenge. Consequently, there has not been enough "research about African consumers' attitudes, behavior and needs historically" as well as research surrounding the African marketplace both at the secondary and primary data collection levels. Prompted by the changing market research landscape, and the need to understand and to predict consumers in emerging markets, this conceptual paper discusses the infrastructural and information technology challenges in conducting research in Africa. The challenges discussed include poor infrastructure, security issues, cultural barriers, linguistic diversity, government bureaucracy, research resource limitations and low secondary data availability; all challenges that must be considered if valid and reliable research findings are to emerge. Information technology challenges are also discussed, covering internet access as well as landlines, cell phones and smart-phones ownership. Next, we examine the traditional and new technological market research approaches used in the African context with their attendant implications and limitations. We offer seven recommendations to enhance market research in Africa and to help map new pathways going forward. These recommendations include: combining qualitative and quantitative research methods to enhance validity and reliability; infusing anthropological approaches to enhance understanding and prediction of consumer behavior in Africa; implementing special precautions in selecting of constructs, pretesting questionnaire; utilizing simple scale types; creating a guide for translators in the field and requiring that the field interviewer know the root and local language; adhering to social norms and cultural etiquette; and employing additional influence strategies to increase respondent participation. Finally, our aim is to move the discussion from challenges and difficulties of conducting research in Africa to the exploration of new ways of enhancing market research quality and mapping new pathways going forward.

Keywords: Market research, Africa, surveys, emerging markets, developing countries.

TRACK 9

Operations, Logistics/Supply Chain Management,
and Project Management

Review of theory and practice on prioritising financial factors to overcome cost overruns in construction projects in Africa – the case of South Africa

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This paper addresses a review of theoretical and practical literature on prioritising financial factors over other factors to overcome financial-related factors that cause cost overruns in the construction of projects in South Africa. Financial related factors that cause cost overruns have not yet been prioritised in attempts to overcome cost overruns, therefore this paper reasons for the aspects that lead to the requirement for a study on financial related factors. Based on literature review, published business reports, scholarly articles and theoretical arguments ten (10) financial-related factors that cause cost overruns were identified and scrutinised to find suitable mitigation measures. These financial factors include: late payments, financial market instability, cash flow and financial difficulties faced by contractors in managing finances, inflation, price fluctuations, interest rates, exchange rate, inaccurate estimates and force majeure. These factors were matched against a list of twenty (20) different projects that experienced cost overruns in South Africa to determine each factors' frequency in causing cost overruns. Price escalation was revealed as the most financial related factor that causes cost overruns. Given the impact of financial factors, the study proposes a conceptual framework that can overcome cost overruns. Lastly the paper presents research questions rising from the study.

Keywords: construction projects, cost overruns, financial factors, causes of cost overruns, managing cost overruns, eliminating cost overruns, project finance, Africa, South Africa.

Influencers of Project Management Success in SOEs: The Case of Transnet SOC Limited

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Project management in infrastructure projects has become a popular topic unlike in the early days of construction when projects were few and less complex. In South Africa, project management like in other countries across the world is no longer about managing the sequence of steps required to complete the project on time, within budget and acceptable quality. But, it is about listening and incorporating the voice of customers and other stakeholders. The bulk of the capital spending in the public sector in South Africa is undertaken by the State Owned Enterprises (SOEs) such as Transnet, Eskom and the South African National Roads Agency Limited (SANRAL). They are currently experiencing project delivery challenges, specifically the inability to deliver intended improvement and return on investment, delays in completion and significantly exceeding funding budgets. In many cases the competencies of project managers are questioned as they play a key role in whether the project is successful. The study looks at influencers of

Project Management Success by focusing on project manager competencies and the possible relationship between project manager competencies with the project success at Transnet State Owned Company (SOC).
Keywords: Project management, infrastructure projects, project manager competence, influencers of project management success, project success rate.

An Analysis of Government Influence on Principle of Procurement Process: A Case Study of the City of Tshwane Metropolitan Municipality in South Africa

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The purpose of the research was to analyse the effectiveness of procurement processes in a metropolitan in South Africa. A quantitative approach targeting the metropolitan municipality employees, management and executive personnel was applied in order to determine the influence of governance on the procurement processes. Respondents (whose data was collected using a questionnaire) were sourced from the COT employee database using stratified random sampling. Results of the study showed that the organisation was prioritising compliance with transparency ahead of accountability, ethics and fairness. Adverse results on the fair treatment of suppliers during awarding of tenders were recorded. The results also revealed that the municipality procurement processes were generally perceived to be of medium effectiveness. All procurement process attributes such as procurement planning, sourcing and supplier management recorded moderate levels of effectiveness. Correlation analysis in this study revealed that there was positive and strong association between compliance and governance factors (that included transparency, fairness, accountability and ethics) and effectiveness of procurement processes. All the correlations were significant at 1% level. Furthermore, multiple linear regression analysis in this study indicated that the effectiveness of procurement processes within the organisation is significantly (at 10% level) influenced by how well the organisation complies with transparency and ethical factors. Furthermore, the effectiveness of procurement processes was observed to be significantly (at 5% level) influenced by compliance to accountability principles. However, there the results of the study established that there was no statistical evidence (at 5% level) to suggest that procurement processes within the organisation are influenced by compliance to fairness.

Keywords: Governance, municipality, procurement processes, compliance, influence, public sector.

Developing a Conceptual Framework in Managing the Real ‘P’ in PPP Infrastructure Development in Africa

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This paper outlines justifications for research on the real ‘P’ in Public Private Partnerships’ (PPPs) infrastructure development in Africa. The paper looks at the current level of PPP resistance around the

world and outlines lessons learnt. The aim of the study is to develop a conceptual framework in managing the real “P” in PPP infrastructure development process in an African context. The research objectives are to conduct a literature review to explore the existing knowledge about the extent of the real P engagement in PPP’s infrastructure development. Government and Treasuries around the world are facing challenges in deriving the required fiscal’s for developing and improving public services, better integration of services and the acceleration of much needed new infrastructures for economic and social growth. However, the key driver for all construction projects is an effective and sustainable procurement system. Notably, some governments of developed and developing countries are shifting the traditional role of project funding to the private sector for designing, building, finance and operation of infrastructure facilities previously provided by the public sector in the form of Public Private Partnership (3P’s). PPP presents opportunity and financing advantage to government to improve service delivery and the creation of new social infrastructure. It is therefore necessary to access the real P’s in the provision, delivery and procurement of such public infrastructure development. Accordingly, this paper focuses on accessing the Real ‘P’ challenges in modern PPP infrastructure development and how best the Real P can be managed in future PPP infrastructure provisions in developing countries. The findings of this paper reveal common challenges associated with PPPs, notably, extensive public protests and resistance against PPP initiatives across the world, clear understanding of the models policy ability; the lack of public consultation and its inability to access commercial PPPs data “termed confidential”; the credibility of how PPP funded projects are to be paid back by the Public; and why PPPs is not a solution option but a procurement choice for value for money. Key lessons to be learnt are that the de-marginalisation of PPP’s, sustainable stakeholder management as key PPP drivers throughout any PPP’ model and project development process. This study results from the contextualisation of relevant literature and findings from selected case studies around the world. A critical document review method and multi-case study approach would be employed to assess how developing countries have institutionalized PPP as part of their economic development strategy. This paper will add significant value to PPP stakeholder management with a view of achieving sustainable PPP infrastructure development in Africa.

Keywords: Infrastructure development, Public Private Partnership, Identifying the Real P, Inclusivity and Multi-stakeholder management.

Coordination and Governance in Food Processing Supply Chains in Tanzania: Constraints and Strategies

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As firms increasingly externalize some non-core activities, management of upstream and downstream processes and its dynamics becomes of prime importance for firm success. This externalisation of the otherwise traditionally internalised operations has forced managers to pay more attention on both linkage processes in order to deliver quality products and operate in a cost effective manner. Coordinated operations enable higher levels of service provision and reduced overall costs, two goals that are mutually exclusive in traditional operating systems. This is particularly important in food processing industry which by nature of the business is subjected to many stringent quality and safety standards and regulations. The increased emphasis on linkages has implications on how managers coordinate their internal activities with those of their suppliers and customers. Consequently the role of interfirm linkages has received great attention in recent academic inquiry. Viewed from the theoretical lenses of coordination and institutional theories (viz. networks, Resource based View (RBV), resource dependency and transactions cost economics (TCE), and drawing on the supply chain risk management and strategy literature, this paper explores the constraints faced by owners/managers of food processing firms in Tanzania, a country known for its fragmented value chains. We also examine their responses and strategies in the coordination and management of these supply chains that enable them to gain better control over production in order to guarantee quantity, quality and

value addition to their products, and subsequently firm success. The major question is: how does the developing country business environment context (in this case Tanzania) and local and foreign agrifood markets influence the supply chains decisions of managers in the food processing sub-sector? While many scholars have focussed on causes of supply chain disruptions, vulnerability and performance implications, as well as issues of contract enforcement, power relations between chain members and the benefits reaped, little has been done on strategic responses to supply chain deficiencies and disruptions, particularly when it comes to developing country organizations, where the disruptions, market failures and problems of contract enforcement are severe. Theoretical studies examining the above issues suggest that understanding the broader context of supply chain management and coordination within which manufacturing firms operate is vital in understanding their supply chain governance experience and their responses to market pressures and disruptions. The primary focus of such research has been on the nature of the relationships among the various actors involved in the chain, and their implications for business development which engenders the need for some degree of governance or co-ordination at any point in the chain. Generally also, research on the African enterprise from a strategic perspective is very scanty. Our paper focuses on fish processing and diary subsectors.

The Impact of Safety Management on Railway Projects in South Africa

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The railway industries are being transformed globally, and the South African railway industry is no exception. This transformation serves as a global economic intervention in the face of challenges such as road traffic congestions, excessive exhaust emissions and environmental pollution, through the growth and development of the railways. In South Africa, huge investments have been committed towards the railway projects, however, there are increasing failures in railway projects, which may negatively impact the success and sustainability of this envisaged railway transformation. The purpose of this study was to investigate the impact of safety management on the success and sustainability of railway projects, and to suggest solutions to mitigate the risks related to railway projects in South Africa. The research included two key railway operators in South Africa, the Passenger Rail Agency of South Africa (PRASA) and BOMBELA. The Railway Safety Regulator was also included. The study used purposive and judgemental sampling methods, and identified key railway projects representatives that participated in the study. The findings reveal poor integration of safety risk management in railway projects, insufficient safety management guidelines and insufficient competencies in railway projects. Finally the study recommends the development and enforcement of safety management guidelines for railway projects, risk management integration in railway projects, enhancement of review processes and other regulatory interventions, and the development of competencies for execution of railway projects.

Keywords: Safety Management, Integration, Risk Management, Railway Projects

Project Stakeholder Management Evaluation in the South African Platinum Mining Sector – The Case of Company XYZ

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The South African Platinum mining industry faces loss of confidence in costs control and return on capital employed. As it dawns that sustained profitability is derived mainly from real value creation, most mining houses are shifting from increasing production volumes to focusing on returns from disciplined capital expenditure and enhanced efficiency. Most mining house's financial position has worsened over the years, and those mining platinum are in the same boat. In order to maintain the anonymity of the organization in which this study was conducted, in this paper it is referred to as Company XYZ. The purpose of this research was to evaluate the effectiveness of the existing guideline for stakeholder management for application by project managers within this mining context. Interviews were conducted using a purposive sample of respondents involved in engineering and construction projects at various geographical locations within a South African mining company. The findings have been used to evaluate the current Company XYZ's stakeholder management guideline in order to enhance projects execution excellence as a driver for implementation of the turnaround strategy. Results suggested that the concept of stakeholder management is not yet fully entrenched within the organizational culture. By providing insight on the challenge of stakeholder management within the unique culture of the mining industry in South Africa, the results of the study highlight the significance of context within which a project is executed.

Keywords: Stakeholder management, uncertainty, project success, risk, platinum mining.

Supply Chain Transparency Laws in Africa: The Complex Case of Conflict Minerals

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Although the lawmakers had good intentions, are laws requiring supply chain transparency for conflict minerals beneficial? U.S. and European requirements for supply chain transparency were intended to make life in war-torn mining communities of Democratic Republic of the Congo (DRC) safer and more prosperous. However, past research has provided mixed evidence as to the human and social consequences of sourcing restrictions. Research has established that after foreign direct investment (FDI) into mining, the operations often remain as enclaves for multinational firms, with few effective supply chain linkages to local suppliers. However, little research has examined the potential of laws to play a positive role in the improvement of supply chain linkages to local businesses. This dynamic backdrop motivates our main research questions: (1) Do supply chain transparency laws improve the lives of the African workers whose plight inspired the legislation? (2) Do the laws work to spur African business linkage development, or does production persist in a foreign enclave with a minimal role for local supplier and transportation firms? (3) If legal requirements are removed, what will be the effects on the behavior of firms in the minerals supply chain? In this exploratory study, we examine the effects of the imposition of legal restrictions on the supply chain of conflict minerals and the potential removal of legal restrictions. First, we summarize and interpret the existing research on the effect of the supply chain transparency laws on the African miners. We describe and analyze the different tiers of the supply chain existing in the mineral mining operation in the DRC, and identify the changing role of African businesses and the extent of their linkages. We then examine the likely

short-term and long-term effects of the removal of the legal requirements. The development of this dynamic case study on supply chain transparency laws in Africa has the potential to contribute to the public policy debate, and to build on past research (Hansen, 2014) on enclaves and supply chain linkage development.

The Role of Organisational Culture in Influencing a Project Delivery Venture Entity in South Africa: The Case of Construction Energy Industry

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The main aim of this research was to investigate the nature of a diversified cultural environment and its influence on timely completion of the joint venture project in the construction industry in South Africa. In order to fulfil the objectives of the study, a mixed method approach was used to conduct the analysis. Thus, correlation and multiple regression analyses were conducted to examine the relationship between organisational culture, communication and environment, and job design and incentives variables with organisational performance. The results show that although the correlation analysis indicated a positive relationship between these variables and organisational performance, regression analysis revealed that job design and incentives had a positive and significant relationship with organisational performance. Furthermore, although organisational culture was found to have statistically insignificant relationship with organisational performance, relationship factors and individual factors has a positive and statistically significant relationship with organisational performance. Interestingly, although correlation analysis found a weak positive relationship between leadership and organisational performance, regression analysis found to have a negative relationship.

Keywords: Organizational culture, organizational performance, joint ventures, project delivery, leadership style.

A Conceptual Model for Transforming the Inadequate Knowledge Base of ICT Project Managers to Fully-Fledged Project Managers

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Managing diverse projects can present some challenges. The difficulty faced with each project type differs and so are the success rates. ICT projects usually deliver solutions that involve different types of projects. Software development projects have registered a high failure rate globally, a trend also reflected in South Africa as with the rest of Africa. Many reasons behind these failures have been researched and reported. Managing software development projects using conventional project management approach has met with obstacles due to the constantly changing requirements. The agile project management approach appears to be more suitable to manage such projects. Companies have adopted project management to increase organisational efficiency. Most Project managers promoted on the basis of their technical expertise without project management training; and practitioners that use poor project management practices, deliver unsuccessful projects. A project manager should have adequate project management knowledge base to deliver successful projects. This knowledge constitutes project management approaches, tools and

techniques applicable to projects. There is need to close the knowledge gap of practitioners in order to attain a full knowledge base. This provides a Conceptual Model for Transforming the Inadequate Knowledge Base of ICT Project Managers to Fully-Fledged Project Managers in South Africa.

Keywords: Project management knowledge base, project management bodies of knowledge, ICT project manager, conceptual model for transformation, project management approaches, conventional project management, Agile project management.

The Role of Organisational Culture in Influencing a Project Delivery Venture Entity in South Africa: The Case of Construction Energy Industry

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The main aim of this research was to investigate the nature of a diversified cultural environment and its influence on timely completion of the joint venture project in the construction industry in South Africa. In order to fulfil the objectives of the study, a mixed method approach was used to conduct the analysis. Thus, correlation and multiple regression analyses were conducted to examine the relationship between organisational culture, communication and environment, and job design and incentives variables with organisational performance. The results show that although the correlation analysis indicated a positive relationship between these variables and organisational performance, regression analysis revealed that job design and incentives had a positive and significant relationship with organisational performance. Furthermore, although organisational culture was found to have statistically insignificant relationship with organisational culture, relationship factors and individual factors has a positive and statistically significant relationship with organisational performance. Interestingly, although correlation analysis found a weak positive relationship between leadership and organisational performance, regression analysis found to have a negative relationship.

Keywords: Organizational culture, organizational performance, joint ventures, project delivery, leadership style.

TRACK 10

Graduate Student Paper

Why does the Nigerian diaspora contribute to the entrepreneurial success of their country of origin

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In recent years, diaspora members are considered key contributors to the entrepreneurial success of their homeland. Not much is known about what motivates diaspora members to invest in their country of origin or why investment intensity varies among diaspora communities. To this end, the direct causality assumption of Nigerian born diaspora investment is examined with Nielsen & Riddle (2007) investment motivation framework. Using this interdisciplinary approach, a community level conceptual model of diaspora homeland investment is generated. The model examines the effects of inter-diaspora cultural differences, the three types of investment expectations (financial, social, and emotional) and the factors that motivate them to better understand this phenomenon.

Building an Empire in a Developing Country: How Start-up Motivations Change Over time

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This research could not have come at a better time when there is a renewed interest in entrepreneurial motivations and the call for entrepreneurship to develop its own theories. Ever since the works of notable writers such as McClelland, there have been a countless number of contributions: both empirical and theoretical on entrepreneurial motivations. In addition to these studies, several authors have concluded in recent studies that the reasons why entrepreneurs start businesses change over time (Elfving, 2009; Shane, Locke, & Collins, 2003; Stephan, Hart, Mickiewicz, & Drews, 2015; Ucbasaran, Westhead, & Wright, 2008). Despite these outstanding contributions, we argue that it is not enough to know that motivations change over time. Rather, considering the abundance of research on entrepreneurial motivations, it is important and in fact long overdue that researchers establish how and why entrepreneurial motivations change over time. Hence based on in-depth interviews with 17 successful portfolio entrepreneurs in a developing country, Ghana, the study explores business start-up motives and multiple firm ownership motivations with critical emphasis on how motivations change over time. Preliminary results appear to confirm past research that entrepreneurial motivations change over time. While contouring along this line, we present some new empirical insights into some relevant issues in entrepreneurial motivations. These include the transitioning from necessity motivated entrepreneurs to opportunity motivated entrepreneurs; the increase in community and social motivations; and the increased in passion, which can be described as addiction to firm start-ups, as the entrepreneurs became more experienced. Most fascinating was the fact that contrary to what most past research on portfolio entrepreneurship seem to suggest, role models, particularly family role models did not influence multiple firm start-ups. The research is still at the discussion stage. It is hopeful that at the end of the study, the research will be able to trigger more questions than answers on entrepreneurial motivations and how they change throughout the entrepreneurial process.

Community Involvement in Development Projects among Emerging Economies: A Retrospective Study of MDGs Programme in Nigeria.

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The study examined the level of community involvement in Development Projects using the just concluded Millennium Development Goals (MDGs) programmes in Nigeria as a case study. Survey research design was used for the study where 350 respondents were used as sample with the help of multi stage sampling technique covering the six geopolitical zones in Nigeria. Data obtained were analyzed using both descriptive statistics and inferential statistics. The result revealed that the Nigerian experience of MDGs, there was evidence that communities are involved in development projects to a large extent. In order to strengthen and enhance community involvement in developmental projects, the following recommendations were made; the community should be allowed to identify and make choice on the type of projects they want in their community. Also, the government officials should allow the community to be involved in the design, planning and formulation of the programmes. All these will encourage full involvement of the community.

Antecedents and Consequences of Customers' Complaining Behaviour in Kenya Using Social Media

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This study seeks to investigate the nature, antecedents and consequences of customer complaining behaviour (CCB) using social media in retail industry in Nairobi City, Kenya. The study will use a multi-method research strategy. To address the research questions, both qualitative (netnography non-participatory and scenario-based methodology) and quantitative (exploratory and descriptive) research design will be employed. The netnography non-participatory approach will be used at the exploratory stage of the study to inform the survey research. The qualitative data (from the netnography and scenario-based) will be analysed thematically. A narrative approach will be used to develop a scenario that will serve to provide a detailed insight into the experience of a customer. This study will contribute to the existing service failure literature in the following ways: the study will provide an understanding of CCB via social media channels where three psychological theories will be used to help in identifying relevant factors that motivate customers to complain about a product/service failure using social media. The findings will also help the service managers to develop appropriate intervention strategies that will enable them to effectively deal with customer complaints made through social media.

Competitiveness in hospitality industry and destination image: Tanzania style

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Concern about the quality of the services offered in Tanzania as destination is one of the main challenges the country needs to address. There has been serious allegation that the service offered in different touristic places in Tanzania are not of international standards. Despite the great effort that has been done by the Ministry of Natural Resources and Tourism in advertising the nation's' natural resources to the world, the visitors complaints increase year after year. The general objective of this study was to examine the competitiveness in this important industry on destination image. . *The study was carried out through* questionnaires survey which were conducted with 158 tourists in Julius Kambarage Nyerere airport. Using Descriptive and Multiple Linear Regression Analyses, findings indicates that all three competitiveness aspects (Hospitality, Facilities and Price) are important factors for determining the quality of destination. The study recommends that Tanzania as a country as well as Sub Saharan African countries should learn from this study and be alert that Hospitality, facilities and price respectively are the important aspects if they need to remain competitive in the global marketplace.

Keywords: Competitiveness, Hospitality industry, Destination image.

The Effects of Trade and FDI on Economic Growth in Africa: An Empirical Investigation

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The Bhagwati hypothesis predicts a growth enhancing effects of trade (exports) and foreign direct investment interaction. This paper test the validity of the Bhagwati hypothesis by investigating the extent to which the interaction of trade (exports) and foreign direct investment have had an impact on economic growth for a sample of 45 African countries over the period 1990-2014. To do so, we estimate an augmented endogenous growth model with the aid of a dynamic system GMM estimation technique, which accurately cope with potential endogeneity issues. The findings reveal support for the Bhagwati hypothesis and provide vital information for policy formulation aimed at promoting more credible export-promotion strategies and channelling of foreign direct investment into export-oriented sectors in long term development strategies in African countries.

FDI and Economic Growth in Nigeria: An Analysis of the Financial Development Linkages

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This research attempts to assess the relationship between Foreign Direct Investment and Economic Growth in Nigeria over a period of 1970 to 2013. This work commences with a review of relevant literatures on the concept of FDI, which then leads to the assessment of other researches that have been carried out on this causal relationship between FDI and Economic Growth. In the methodology section, the philosophical stance of the researcher is both positivist epistemology and objectivist ontology. The methodology of this work is an experimental approach and the method of analysis to be adopted entail the use of econometric tools to measure the existence of this causality as well as its significance empirically speaking. The intended contribution of this piece of research is to build upon existing literatures in this subject with particular reference to Nigeria. The key unique feature of this study is the proposed use of Structural Equation Model (SEM) against the common practice of the use of Ordinary Least Squares (OLS) in studying the phenomenon and particularly as it concerns Nigeria.

TRACK 11

Research Methods

Putting Country Development in Africa into Macromarketing Perspective

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How are African nations faring on triple-bottom-line dimensions of sustainability? A special focus on this study will be on assessing the sustainability achievements in African societies. One notable achievement is South Africa's mandate for publicly-traded firms to produce annual non-financial reporting on topics, such as impact on the natural environment, as well as impact on employees and other stakeholders. This is a remarkable move by South Africa and the EU will begin such reporting this year. The core of the study's assessment of African societies' sustainability achievements (or lack of achievements) will use the Sustainable Society Foundation's Sustainable Societies Index (SSI). Large-scale global indexes such as the Sustainable Society Index (SSI) which has been published biannually since 2006, offer valuable insights into important issues related to macromarketing, and sustainability. This study will compare the countries of African with other developing countries. Two results emerging from the analysis follow: African countries (n = 43) lag other developing countries (n = 84) on health, but lead on renewable energy.

Keywords: African development, sustainability, macromarketing, societal development.

TRACK 12

Special Sessions

Corporate Social Responsibility as a Positioning Strategy: Evidence from the Ghanaian Telecommunication Industry

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Introduction and Purpose of Study – The telecommunication industry in Ghana has seen a lot of growth over the last decade and with up to six telecommunications companies operating in Ghana currently, there is very little to choose between any two brands. In an overly communicated sector such as the telecom sector, corporate social responsibility (CSR) as a positioning strategy seems to be a better way to differentiate one's offering from the rest. With customers more concerned about organisations social responsibility activities and with the telecommunications companies investing huge sums of money into CSR activities it is imperative to find out if the telecom companies employ CSR (image and ethos) as a positioning strategy. The main objective of this study is to shed light on the concept of CSR as a positioning strategy based on views from customers of telecommunication companies. Specific objectives are; to examine if the telecom companies in Ghana have employed CSR (image and ethos) as a positioning strategy; to examine the different positioning strategies employed by the telecom companies in Ghana; to examine the dominant positioning strategies employed by the telecom companies in Ghana.

Design/Methodology/Approach – The study sampled 438 students of one of the oldest universities in Ghana, who are customers of the telecommunications companies, via a non-probability sampling method. Analysis of variance (ANOVA) and Hochberg post hoc tests were employed for the analysis.

Findings –The results from the descriptive statistics of the positioning strategies showed that from the customers' point of view, the telecommunication companies in Ghana only adopt two strategies. These strategies include the competition and image and ethos strategy, an indication that the ethos and image strategy is being employed by the telecommunication companies. Nonetheless, between these two strategies, the study found that competitive strategy was the most dominantly-used positioning strategy in the telecommunications industry.

Research limitations/implications – Future studies be carried out in other jurisdictions to affirm the validity of the results. Also a longitudinal study with respect to the positioning strategies of firms should be carried out to ascertain the changing trends that can impact and affect the positioning strategy of the firm.

Originality/value – It is the first of its kind to be carried out in Ghana in the area of CSR as a positioning strategy and will be of interest to academics and practitioners in both CSR and positioning.

Keywords – Corporate social responsibility; positioning; strategy; telecommunications; Ghana.

LEAD: Leadership Effectiveness in Africa and the African Diaspora

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We have been working for over 10 years on LEAD: Leadership Effectiveness in Africa and the Africa Diaspora, which has led to a recent book publication. The team consists of committed international researchers, with diversity in composition, aspirations, scholarly levels and backgrounds. Management and Organizational Behavior (OB) theory is often biased towards a Western perspective. African countries are noticeably absent from this research. We are studying effective leadership in Africa and the Diaspora. The team has been successful in terms of research and publications, and has attracted a number of grants to support the research. We will discuss the factors behind these achievements, and highlight the beginning of the LEAD team and its growth, and invite others interested to join our team. In this special session, Terri Lituchy will introduce the LEAD research project and book; Courtney Henderson will present the West African countries Egypt and South Africa, and Bella Galperin will present the East African countries, as well as the diaspora. This will be followed by plenty of time for questions and answers with the conference attendees.

Interventions at the bottom of the pyramid: The impact of mentoring and business training on performance of microenterprises in Dandora slum in Nairobi, Kenya

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Micro and small enterprises (MSEs) dominate the economic landscape of many economies (Benzing and Chu, 2009). They play indispensable developmental role through income and employment generation (ILO/UNDP, 2000). For instance, of the total jobs were created between 2012 and 2013 in Kenya 84.3% were in the informal sector where micro and small enterprises are found. However, the large share of employment in the informal sector is characterised by low productivity, low pay and high levels of unpaid family employment. The sector is beset by a myriad of constraints. The Micro Small Enterprise Authority (MSEA) in reviewing the policies and practices of the MSE sector in Kenya, summarised the constraints facing the sector as follows: poor access to markets; limited access to infrastructure and worksites; low business and entrepreneurial skills; limited linkages with medium and large enterprises; unfavorable taxation regime; limited access to information; entry barriers (both formal and informal); gender inequality; low product quality; HIV and AIDs; terrorism; inadequate access to financial services; inadequate technical skills and technology levels; inhibitive legal and regulatory environment; market competition occasioned by globalization. These constraints affect businesses differently depending on the location, age group and gender and the age of the business. In the Kenyan context, the MSE sector continues to be unattractive to the more educated youth creating a skills gap that curtails its growth. In a study on the impact of education

on business cognitive skills, small-scale entrepreneurs are secondary school graduates or lower. The focus of this study reported in this paper was to compare the influence of mentoring and business training on performance of micro entrepreneurs in Dandora Slum, an area which is characterized by low income and high unemployment. The study examined the differences in performance of the microenterprises between three specific groups of entrepreneurs; those who received cash only; cash and training; and cash and mentoring in order to establish the impact of the different interventions on the performance of micro enterprises. The comparison is important in order to understand the types of programs that can be most beneficial to entrepreneurs operating microenterprises. By improving the performance of their businesses, entrepreneurs can both improve their own livelihood, increase the tax base, and create more jobs in their communities.

TRACK 13

The Path to Local and Community Development

Developing viable small-scale irrigation schemes in sub-Saharan Africa

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Subsistence farming and food security has been policy drivers for the development of small scale irrigation developments in Sub-Saharan Africa as they are seen as mechanism for increasing productivity and income in rural areas of developing countries. However, this potential is often not realized as many systems are underperforming, run down and in serious need of maintenance and refurbishment. In this paper we argue that subsistence farming and irrigation is an oxymoron, the two things are contradictions. It is not possible to irrigate if you eat what you produce. Irrigation requires cash income to support system maintenance and the purchase of the farm inputs needed to achieve the productivity gains that irrigation promises. We also argue that food security is not only achieved by producing what you need to eat, but also by having the means to acquire it. This can be achieved either by producing the food, or producing crops which can be profitably sold to provide an income to buy it – and even better have money enough for their children’s education and their families’ health. We further argue that to be viable small-scale irrigation farming needs to be seen as part of complex systems, farmers need to be integrated into the value chain to be linked to markets for both input and output as well as to necessary advice and knowledge – only then can small-scale irrigation be profitable and their communities prosperous. This paper reports on the findings from a research project conducted within six small scale irrigation systems, two in each of Zimbabwe, Tanzania and Mozambique over the last four years. These communities displayed all the symptoms of subsistence systems discussed above. The project implemented a two pronged approach within each of the six schemes, it: i) established Agricultural Innovation Platforms (AIP); and ii) introduced simple moisture and nutrients monitoring tools within the fields of 20 farmers. The AIPs integrated the farmers into the value chain by linking them with input providers, buyers and processors of agricultural produce, a wider range of agricultural advice and knowledge, and access to local Entrepreneurs and finance. These processes have provided significant benefits both to farmers and local businesses. The monitoring tools have provided farmers with important learning opportunities which have resulted in significant reductions in time spend irrigating and in fertilizer use as well significant yield increases. Farmers also report that the reduction in time spend irrigating has had other positive impacts, not anticipated by the project team, such as a diversification in household income streams, reduced conflicts within communities and within households as well as an increased willingness to participate in collective actions.

Subjective Well-Being and Political Participation: Empirical Evidence from Ghana

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A large, extant literature examines the effect of political factors on individual subjective well-being. These studies have treated political factors as a cause and subjective well-being as an effect. A sparse but growing literature now advances the argument that subjective well-being is a cause and voting or political participation is an effect. In this paper, we examine two issues. First, does subjective well-being influence voting and political participation in Ghana? Using data from the Afrobarometer Surveys, we find that a unit increase in subjective well-being reduces the individual’s probability of voting by 2.29%. Similarly, a unit

increase in subjective well-being diminishes the respondent's odds of participating in the political process by about 1%. Second, is there a bidirectional relationship between subjective well-being on the one hand and voting and political participation on the other hand? Our results do not support a bicausal relationship between subjective well-being and voting/political participation.

Keywords: Democracy, voting, political participation, subjective well-being, Africa, Ghana
