

2009 CONFERENCE SCHEDULE

Time	Activity	Venue	
Tuesday, May 19, 2009			
1:00-9:00pm	Registration/Information Desk Open	Albert Hall	MUBS Secretariat
2.00-3.00pm	CFA's meeting with Clients	Albert Hall	Mr. Arthur Sserwanga, Director/DVDE-MUBS
3:00 - 5:30pm	Business Forum	Albert Hall	Panelists: <ul style="list-style-type: none"> • Mr. Patrick Bitature, Simba Telecom • Dr. Maggie Kigozi, UIA • Prof. Chris Enyinda, President IAABD • Dr. Samuel Sejjaaka, MUBS • Mr. Japheth Kato, CMA
6:00pm-8:00pm	Welcome Cocktail	Speke Resort Beach Gardens	<ul style="list-style-type: none"> • Host: Dr. Colin Sentongo, Chairman MUBS Council
Wednesday, May 20, 2009			
8:00am-4:30pm	Registration/Information Desk Open	Albert Hall-Registration Desk	
8:30am-9:10am	OPENING EXTRAVAGANZA	Albert Hall	<ul style="list-style-type: none"> • Cultural Opening • Africa Children's Choir
9:10am-10:45am	<u>Plenary Session 1</u>	Albert Hall	Welcome Note: Prof. Waswa Balunywa, MUBS Opening Remarks: Chris Enyinda, IAABD President Keynote Address: H.E Yoweri Kaguta Museveni, President of the Republic of Uganda
10: 45-11:00am	Break/Refreshments	Stables Restaurant	
11:am-12:00pm	<ul style="list-style-type: none"> • IAABD Executive Business Meeting • <u>Plenary Session II</u> 	Emerald	<ul style="list-style-type: none"> • IAABD Executive • Proposals on the future of IAABD
12:00pm-1:30pm	Lunch	Stables Restaurant	
1:45pm-3:00pm	Concurrent Sessions	HALLS: Emerald, Amethyst, Sapphire, Albert	
3:00pm-3:15pm	Break/ Refreshments	Stables Restaurant	
3:15pm-4:30pm	Concurrent Sessions	HALLS: Emerald, Amethyst, Sapphire, Albert	
6:00pm-8:00pm	<ul style="list-style-type: none"> • Central Bank Governors' Dinner • Cocktail to Launch 10th IAABD Anniversary 	<ul style="list-style-type: none"> • Nyanja Restaurant • Lake View Gardens 	Speaker: Prof. Emmanuel Tumusiime Mutebile, Governor Bank of Uganda. Cocktail Programme <ul style="list-style-type: none"> • Cutting Cake • Launch of Magazine • Fireworks • Cultural Performances
Thursday, May 21, 2009			
8:00am-4:30pm	Registration/Information Desk Open	Albert Hall-Registration Desk	MUBS Secretariat
8:30am-9:15am	<u>Plenary Session 3</u>	Albert Hall	Mr. Zeija Flavian, MUBS
9:15am-10:30am	Concurrent Sessions	HALLS: Emerald, Amethyst, Sapphire, Albert	
10:30-10:45 am	Break/ Refreshments	Stables Restaurant	
10:45-12:00pm	Concurrent Session	HALLS: Emerald, Amethyst, Sapphire, Albert	
12:00pm-2:00pm	Plenary Session 4 Luncheon	Nyanja Restaurant	Guest Speaker: Charles Appeandu, CFA Director, Sample Exam Development
2:00pm- 3:15pm	Concurrent Sessions	HALLS: Emerald, Amethyst, Sapphire, Albert	
3:15pm-3:30pm	Break/ Refreshments	Stables Restaurant	

3:30pm - 4:45pm	Concurrent Sessions	HALLS: Emerald, Amethyst, Sapphire, Albert	
5:00pm - 8:00pm	City Excursion	Kampala City Centre	
8:00pm - 9:30 pm	Cocktail	MUBS Gardens	
Friday, May 22, 2009			
8:00am-4:30pm	Registration/Information Desk Open	Albert Hall- Registration Desk	
8:30am-9:15 am	<u>Plenary Session 5</u>	Albert Hall	
9:15am-10:30 am	Concurrent Sessions	HALLS: Emerald, Amethyst, Sapphire, Albert	
10:30-10:45am	Break/Refreshments	Stables Restaurant	
10:45-12:00pm	Concurrent Sessions	HALLS: Emerald, Amethyst, Sapphire	
12:00-1:30pm	Lunch	Stables Restaurant	
2:00- 5:00pm	Free to move, shop and relax. The Group reassembles at 7:00pm		
7:00pm- 12:00am	<u>Awards Cocktail</u>	Lake View Gardens	<p>Welcome Remarks: H.E. Ignatius Karegesa Kamali, The Dean of the Diplomatic Corps & Ambassador of Rwanda to Uganda</p> <p>Key Speaker: His Worship Al Hajji Nasser Ssebagaala, Mayor Kampala City Council</p> <ul style="list-style-type: none"> • Award of Certificates
Saturday, May 23, 2009			
8:00am	<p><u>Excursion to the Pearl of Africa:</u></p> <ul style="list-style-type: none"> • Trip to the Source of the Nile • Bujagali Falls • Mabira Forest <p><i>(Interested persons should assemble at the hotel Gate by 8:00am)</i></p>		<p>MUBS Team in Charge:</p> <ul style="list-style-type: none"> • Patrick Onen Ezaga • Bosco Amerit • Peter Odoki • Francis Yosa
	<u>MUBS DAY MANAGERS</u>	<ul style="list-style-type: none"> • Tuesday, May 19, 2009 • Wednesday, May 20, 2009 • Thursday, May 21, 2009 • Friday, May 22, 2009 	<ul style="list-style-type: none"> • Mr. Freddie Semukono-Dean/Fac. Of Management • Mr. Charles Omagor-Dean/Fac. Of Commerce • Ms. Jolly Byarugaba-Head/HRM • Ms. Annette Nabatanzi-Head/Marketing

CONCURRENT SESSIONS – DETAILED PROGRAMME

MAY 20, 09 SESSION 1A 1:45-3:00pm EMERALD HALL	SESSION 1B 1:45-3:00pm AMETHYST HALL	SESSION IC 1:45-3:00pm SAPPHIRE HALL	SESSION ID 1:45-3:00pm ALBERT HALL
<p><u>Title:</u> Human Resource Management Practices in SMEs</p> <p><u>Chair:</u> Chima Mordi, Brunel University, UK</p> <ol style="list-style-type: none"> Recruitment and Selection Practices in SMEs: Perspectives from Ghana. (<i>Dan Ofori, University of Ghana, Legon</i>) The effects of strategic human resource management practices on performance of manufacturing multinational companies in Kenya: a moderating role of employee cultural orientations (<i>Beatrice Dimba, University Of Nairobi, Kenya, Professor Peter K'obonyo University Of Nairobi, Kenya</i>) Exploring the Abilene Paradox in Uganda: Pretended Agreement in Decision Making. (<i>Vincent Amooti Bagire, Makerere University, Uganda</i>) The Strides Made by Private Sector in the Advancement of People with Disabilities: A case of South Africa. (<i>Edward M. Rankhumise, Tshwane University of Technology, South Africa</i>) 	<p><u>Title:</u> Special Section: Getting Published in Quality Journals</p> <p><u>Chair:</u> Frank Mannu, Morgan State University, USA</p> <p>Panelists:</p> <ol style="list-style-type: none"> Walking Through the Manuscript (<i>William K. Darley, Millersville University of Pennsylvania, USA</i>) Dealing with Reviewers' Comments (<i>Simon Sique, Athabasca University, Canada</i>) Position Your "African" Research in Mainstream Research Journals. (<i>Kofi Q. Dadzie, Georgia State University, USA</i>) An Ethnographic Perspective (<i>Benet DeBerry-Spense, University of Illinois, Chicago, USA</i>) 	<p><u>Title:</u> ICT and E-Business in Africa</p> <p><u>Chair:</u> Chris Enyinda, Alabama A & M University, USA</p> <ol style="list-style-type: none"> E-Procurement And Marketing Performance In Nigeria. (<i>N. Gladson Nwoka, Rivers State University Of Science And Technology, Nigeria; Henry Ozuru, University Of Port Harcourt, Nigeria; Elizabeth I Ugoji, Rivers State University Of Science And Technology, Nigeria</i>) E-Commerce and M-Commerce in Rwandese Energy Business: Revolutionary Vender-Buyer Relationship. (<i>Seth C. Ndayishimiye, Abo Akademi University, Finland</i>) Accelerating Business Growth and Transformation Through Information Technology: The Case of Equity Bank Ltd. (<i>Fredddie Acosta, Strathmore University, Kenya</i>) Nascent Technology Companies: Planning For Success and Safeguarding Intellectual Capital (<i>Sanjay Bose, New York Institute Of Technology, UAE; Robert W. Megee, Florida International University, USA</i>) 	<p><u>Title:</u> Quality, Supply Chain & Marketing</p> <p><u>Chair:</u> Frank Ojadi, Lagos Business School, Nigeria</p> <ol style="list-style-type: none"> Determining Service Quality Improvement Priorities in Selected Hotels In Kampala City. (<i>Tukamushaba Eddy, and Katongole Celestine, Makerere University Business School, Uganda</i>) Quantification Of Risk Mitigation In Ghanaian Pharmaceutical Industry Supply Chain (<i>Chris I. Enyinda Alabama A & M University, USA; Chris H.N Mba, Mt. Olive College, USA; Franklyn Mannu, Morgan State University, USA & Gimpaa, Ghana; Stephen K. Adase, Gimpaa, Ghana</i>) Modeling Promotions in African Marketing Channels. (<i>Robert Le Beau, University of New Ideas, Gabon, Chantale la Belle, Freedom State University, USA</i>) The Role of Trust In Developing Business Relations Between Fish Suppliers And Export Firms In Eritrea. (<i>Mesfin Habtom, London Metropolitan University Business School; UK, Nana Owusu-Frimpong London Metropolitan University Business School, UK; Clemens Lutz University Of Groningen, Netherlands</i>)

MAY 20, 09 SESSION 2A 3:15-4:30pm	SESSION 2B 3:15-4:30pm	SESSION 2C 3:15-4:30pm	SESSION 2D 3:15-4:30pm
EMERALD HALL	AMETHYST HALL	SAPPHIRE HALL	ALBERT HALL
<p><u>Title:</u> Special Session – Graduate Students</p> <p><u>Chair:</u> Johan de Jager, Tshwane University of Technology, South Africa</p>	<p><u>Title:</u> Export Performance in Uganda</p> <p><u>Chair:</u> Frederick Mmiech, Brunel University, UK</p>	<p><u>Title:</u> New Trends in Marketing</p> <p><u>Chair:</u> Nana Owusu Frimpong, London Metropolitan University, UK.</p>	<p><u>Title:</u> Entrepreneurs and Small Business Development.</p> <p><u>Chair:</u> Lettice K. Rutashobya, University of Dar es Salaam, Tanzania</p>
<p>1. Determinants of Using Voluntary Counseling and Testing of HIV/AIDS in Kenya. (<i>Julie Namazzi, Monash University, Australia</i>)</p> <p>2. Using BPR for Continuous Improvement in Uganda: A Case Study of Battery Plus (u) Limited and Busoga University. (<i>Julius F. Kikooma and Apollo Gabazira, Makerere University, Uganda</i>)</p> <p>3. Tourist perception, Brand Equity and Tourist Contentment with Uganda as Tourist Destination. (<i>Eddy K. Tukamushaba, Makerere University Business School, Uganda</i>)</p> <p>4. Using a Joint Venture Entry Model to Penetrate the Chinese Industry: The Case of Atkins Construction Consultancy (<i>Sally Chee Wen Wang, Brunel University, UK</i>)</p>	<p>1. Labour as an Export: Estimating Uganda’s Exportable Labour Using a New Pro-poor Index of Unemployment (<i>Geoffrey Bakunda, Makerere University Business School, Uganda</i>)</p> <p>2. Uganda’s Supply Side Constraints and the Performance of Exportable Products in the Global Market. (<i>Matama Rogers and Pontius Byarugaba, Makerere University Business School, Uganda</i>)</p> <p>3. Innovation and Performance Improvement Among Exporters in the Ugandan Floriculture Industry (<i>Timothy Esenu, Makerere University Business School, Uganda and Eric Wood, University of Cape Town, South Africa</i>)</p>	<p>1. Misplaced Marketing: Guerrilla Marketing of Tobacco/Cigarette to Children in Africa. (<i>Nnamdi O. Madichie, University of Sharjah, UAE and Satyendra Singh, University of Winnipeg, Canada</i>)</p> <p>2. Prices, Promotions, and Channel Profitability: Was the Conventional Wisdom Mistaken? (<i>Simon P. Sique, Athabasca University, Canada and Guiomar Martin – Herrain, Universidad Valladolid, Spain</i>)</p> <p>3. Internet Banking Patronage in South Africa: The Moderating Role of Religious Diversity (<i>Robert Rugimbana and Richard Shambare, Tshwane University of Technology, South Africa</i>)</p>	<p>1. Livestock Entrepreneurs from Northern Ghana: Their Motivations and Challenges. (<i>Kojo Saffu, Brock University Canada, S. O. Apoti, & Angela Elijah-Mensah, Takoradi Polytechnic, Ghana, Kwame Oppong – Anane, OPORHU Agriculture and Rural Development Consult, Ghana</i>)</p> <p>2. Competence and Critical Success Factor Development as an Avenue for Achieving Sustainable Micro and Small Enterprises in Africa. (<i>Fredah G. Mwiti and Allan M. Katwalo Strathmore University, Kenya</i>)</p> <p>3. Entrepreneurship Development is an Emerging Market Context: Barriers to Graduate Start-ups in Uganda. (<i>Isaac K. Wasswa, Uganda Christian University-Mukono</i>)</p> <p>4. Equilibrium Concepts and the Entrepreneur (<i>Pierre Le Roux and Ronney Newadi, Nelson Mandela Metropolitan University, South Africa</i>)</p>

MAY 21, 09 ^h SESSION 3A 9:15-10:30am	SESSION 3B 9:15-10:30am	SESSION 3C 9:15-10:30am	SESSION 3D 9:15-10:30am
EMERALD HALL	AMETHYST HALL	SAPPHIRE HALL	ALBERT HALL
<p><u>Title:</u> Advertising & Promotion of Products in Africa</p> <p><u>Chair:</u> Kofi Dadzie, Georgia State University, USA</p>	<p><u>Title:</u> Corporate Governance and Social Responsibility in Africa</p> <p><u>Chair:</u> Tukamushaba Eddy, Makerere University Business School, Uganda</p>	<p><u>Title:</u> Finance and Intellectual Property</p> <p><u>Chair:</u> Peter Schroth, IRCG LLC and Lawyers without Borders</p>	<p><u>Title:</u> Global Political Economy, International Partners/Multilateral Organisations</p> <p><u>Chair:</u> Independence Enyindah, University of Port Harcourt, Nigeria</p>
<p>1. Extrinsic Attributes and Design Elements of Medicine Packages – Do they Matter? : A Cross-Cultural Study in Ghana and Finland. (<i>H. Kauppinen-Raisanen & Richard A. Owusu, Hanken School of Economics, Finland and Paul N. Buatsi, GIMPA, Ghana</i>)</p>	<p>1. Corporate Governance and Board Practices in the Nigerian Banking Industry (<i>Chris Ogbachie, Pan African University, Nigeria and Dimitrios N. Koufopoulos, Brunel University, UK</i>)</p>	<p>1. Perceptions on Financial Products and Services Among Rwandan Rural Household. (<i>Malinna M. Papias, Commission for Higher Education, Rwanda and P. Ganesan, VIT University, India</i>)</p>	<p>1. AGOA and FOCAC: Competing for African Markets through Multilateral Trade Agreements. (<i>Enmanuel E. Obuah, Alabama A&M University, USA</i>)</p>
<p>2. Political Party Brand and Consumer Choice in Ghana. (E. Yaw, Tweneboah-Koduah and Charity Akotia, University of Ghana, Legon and Mathias Akotia, GIMPA, Ghana)</p>	<p>2. Corporate Social Responsibility in Kenya: Drivers, Issues and Processes. (<i>Judy N. Muthuri and Victoria E. Gilbert University of Nottingham, UK</i>)</p>	<p>2. Financial Reporting on the Internet by Quoted Companies in Nigeria. (<i>R. Salawu, Obafemi Awolowo University, Nigeria</i>)</p>	<p>2. Failed Development Vision, Political Leadership and Nigeria's Underdevelopment – A Critique. (<i>Eneh Ornyenekenna Cyprian, University of Nigeria</i>)</p>
<p>3. Customers' Perception of Relationship Marketing As a Strategic Tool in the Nigerian Food and Beverages Industry. (<i>Bolajoko, N. Dixon-Ogbuchi, University of Lagos, Nigeria, Elizabeth M. Haran and Joseph Aiyeku, Salem State College, USA</i>)</p>	<p>3. Conceptualizing Corporate Social Responsibility and Corporate Social Investment: The South African Context. (<i>Tidings P. Ndhlou, Manchester Metropolitan University, UK</i>)</p>	<p>3. Value Relevance of Accounting Numbers in the Nigerian Stock Market. (<i>Dorcas T. Oyerinda, Covenant University, Nigeria</i>)</p>	<p>3. Using Infrastructure to Predict Future FDI in Sub-Saharan Africa. (<i>Gordon G. Mosley and David K. Amponsah, Troy University, USA</i>).</p>
<p>4. Marketing Culture, Psychological Wellness, Ethical Climate, Service Performance and Loyalty. (<i>Andrew Musime, Joseph Ntanyi and Samuel Musigire, Makerere University Business School, Uganda</i>)</p>	<p>4. Corporate Social Responsibility: An Effective Marketing Tool to Sustainable Competitive Advantage. (<i>Adegbuyi O. Adeniyi, Covenant University, Nigeria</i>)</p>	<p>4. Determinates of IPO Readiness of Firms in Emerging Markets: The Case of Uganda. (<i>Samuel Sejjaka, Makerere University Business School, Uganda</i>)</p>	<p>4. Globalization and Development: A Critical View of a Spectator. (<i>Otieno Mbare, Abo Akademi University, Finland</i>)</p>

SESSION 4A 10:45-12:00pm	SESSION 4B 10:45-12:00pm	SESSION 4C 10:45-12:00pm	SESSION 4D 10:45-12:00pm
EMERALD HALL	AMETHYST HALL	SAPPHIRE HALL	ALBERT HALL
<p><u>Title:</u> FDI, Globalization and Trade</p> <p>Chair: Emmanuel Cleeve, Manchester Metropolitan University, UK</p>	<p><u>Title:</u> Organizational Behaviour Issues in Africa</p> <p>Chair: John Munene, Makerere University Business School, Uganda</p>	<p><u>Title:</u> Networks, Inter-Firm Linkages and Infrastructure in Africa</p> <p>Chair: Augustine Lado, Clarkson University, USA</p>	<p><u>Title:</u> Economic Development Policies and Strategies in Africa</p> <p>Chair: Jacob Musila, Athabasca University, School of Business</p>
<ol style="list-style-type: none"> Consequences of Host Country Threshold Regimes on Local Industries in the Era of Globalisation and Trade Liberalization. (Yaw Akomea, Kwame Nkrumah University of Science and Technology, Ghana and Marion P. Asiedua Ofori, Ghana Cocoa Board, Ghana) Strategies of Qatari Family Businesses to Face Globalization. (Mohamed Zain and Norizan M. Kassim Qatar University, Qatar) Factors Affecting FDI Location in the Petro Chemical Industry: The Case of Saudi Arabia. (Frederick Mmieh and Fawaz BinSaeed, Brunel University, UK) Foreign Direct Investment as Catalyst for Economic Growth in Nigeria: An Empirical Investigation. (Esther O. Adegbite and Folorunso S. Ayadi, University of Lagos, Nigeria) 	<ol style="list-style-type: none"> The Human Factor, Organizational Justice and Perceived Organizational Effectiveness: An Empirical Analysis from Ghana and Uganda. (Moses Acquah, University of North Carolina at Greensboro, USA and Eddy K. Tukamushaba, Makerere University Business School, Uganda) Learning and Transferring Knowledge in and between Organizational Projects. (Richard Boateng, ICITD, Southern University and Pearl Richards Concepts, USA. Robert Isabaliija, Makerere University, Uganda and Robert Hinson, University of Ghana, Legon, Ghana) Organizational Sector Structures for Human Resource Participation in the Processes of Decision-Making: Lessons for Reflection on African Organizations. (Raphael W. Ariniatwe, African Training and Research Centre in Administration for Development, Morocco) Performance Poverty or Poverty of Performance Leadership and Procedural Justice? The Centrality of Performance Management Leadership and Procedural Justice in Africa's Quest for Development. (Isaac Magoola, Makerere University Business School, Uganda) 	<ol style="list-style-type: none"> Evaluating Information Technology Investments: A Survey of Kenyan Commercial Banks. (Elsie Khakasa, Strathmore University, Kenya). Knowledge Ecology and Knowledge Ecosystems at a South African University. (Richard Shambara, Tshwane University of Technology, South Africa) Industry Differentiation for SC Risk Management. (Imoh Arinai and Joseph Sackey, Hanken School of Economics, Finland) Efficiency Measurement of the Urban Water and Sewerage Authorities (UWSAS) in Tanzania: A Data Environment Analysis. (Tobias Swai, University of Dar-es-Salaam, Tanzania) 	<ol style="list-style-type: none"> Challenges for Regional Business Development in Central Africa: A Mechanism Design Perspective. (Roswitha M. King, Ostfold University, Norway) Exploring the Relationship Between Manufacturing Competitiveness, Government Policy and Managerial Competence. (Obinna Muogboh and Adedoyin Salami, Pan African University, Nigeria) The National Industrial Policy and Industrialization Strategy in Uganda. (Juma A. Okuku, Makerere University, Uganda) Saving and Real Interest Rates in Developing Countries: Empirical Evidence from Uganda. (T. Bwire, W. Byabashaija, F. I. Luganda and J. Itukor, Makerere University Business School, Uganda)

May 21 st 09 SESSION 5A 2:00-3:15pm	SESSION 5B 2:00-3:15pm	SESSION 5C 2:00-3:15pm	SESSION 5D 2:00-3:15pm
EMERALD HALL	AMETHYST HALL	SAPPYRE HALL	ALBERT HALL
<p><u>Title:</u> Organizational Commitment and Managerial Competence</p> <p><u>Chair:</u> Moses Acquah (University of North Carolina, Greensboro, USA).</p>	<p><u>Title:</u> Educational Strategies and African Business and Development</p> <p><u>Chair:</u> Prof. Dungan Kevin, University of Scranton, USA</p>	<p><u>Title:</u> Health Care, Social Work and the Human Condition in Africa.</p> <p><u>Chair:</u> Renata Serra, University of Florida</p>	<p><u>Title:</u> Economic Policy and Governance in Africa.</p> <p><u>Chair:</u> Richard Owusu, Hanken School of Economics, Finland</p>
<p>1. Altruistic Love Culture and Workers' Commitment in the Nigerian manufacturing Industry: A Study in Workplace Spirituality. (<i>Augustine Ahiauzu, Rivers State University of Science and Technology, Nigeria and International Center for Management Research and Training (CIMRAT) Nigeria and Soye P. Asowo, CIMRAT, Nigeria</i>)</p> <p>2. The Managerial and Entrepreneurial Competences of Micro Entrepreneurs in an Emerging Economy: An Exploratory Study. (<i>John C. Mumen, Julian Nyachwo and Janet Nabukeera, Makerere University, Uganda</i>)</p> <p>3. Employee and Customers Groups and their Attributes Salience Relationship in Tanzanian Firms. (<i>Mushim Masoud, University of Dar-es-Salaam, Tanzania</i>)</p> <p>4. Improving Service Quality, through Reflection in Action, Competence mix and Role Clarity. (<i>Florence Nansubuga, Makerere University Business School, Uganda</i>)</p>	<p>1. An Overview of Financial Macro Business Environment in East Africa. (<i>Robert Stephen Isabaltija, Aloyce R. Kaliba, Victor Mbarika and Damien Ejigiri, Southern University and A & M College and Business School and Makerere University, Uganda</i>)</p> <p>2. Importance of Soft Skills in Graduates: Employers Views in Kenya. (<i>Fredah G. Mwitii and Catherine Muchira, Strathmore University, Kenya</i>)</p> <p>3. Existential Factors Impeding the Attainment of Higher Academic Qualifications among Academic Staff in Uganda: The Case of Kyambogo University. (<i>George W. Kasule Kyambogo University, Uganda and Peter Neema – Abooki, Makerere University, Uganda</i>)</p> <p>4. Emerging from the Performance Desert in Africa: Towards a Model of National and Organizational Performance. (<i>Isaac W. Magoola, Makerere University Business School, Uganda</i>)</p>	<p>1. Landmines, Human Conditions and International Business. (<i>Satyendra Singh, University of Winnipeg, Canada</i>)</p> <p>2. Do Public Hospitals Respond to the Needs of All Patients in the New South Africa? (<i>Femi M Ayadi, University of Houston, USA, Johan de Jager & T. du Plooy, Tshwane University of Technology, South Africa</i>)</p> <p>3. Support to Women Key to African Development. (<i>Muhindo Morris, Makerere University, Uganda</i>)</p> <p>4. The “American Baby” Syndrome and the Migration of Ghanaian Women. (<i>Peace M. Tetteh, University of Ghana, Legon, Ghana</i>)</p>	<p>1. Exchange Rate Volatility and Trade Flows in Sub-Saharan Africa. (<i>Jacob Musila and Hussein Al-Zyoud Athabasca University, Canada</i>)</p> <p>2. Mean Reversion and Revenue Forecasting in a Mono Product Nigeria. (<i>O. Felix Ayadi, Johnnie Williams & Ladelle M. Hymn, Texas Southern University, USA</i>)</p> <p>3. Internal Stakeholders' Awareness of the Public Procurement Procedures, Adherence to the Public Procurement Procedures and Governance in Self-Accounting Organizations in Uganda. (<i>Waswa Balunywa, Edith M. Basalirwa, Arthur Sserwanga, Rogers Matama and Muhammed Ngoma, Makerere University, Uganda</i>)</p> <p>4. Nigerian Content Policy in the Oil and Gas Industry: Implication for Small- to Medium-Sized Oil-Service Companies. (<i>Ugwishi B. Ihua, University of Kent, UK, Chris Ajayi, K10 Resource, Nigeria, Kamdi N. Eloji, University of Birmingham.</i>)</p>

May 21 st 09 SESSION 6A 3:30-4:45pm	SESSION 6B 3:30-4:45pm	SESSION 6C 3:30-4:45pm	SESSION 6D 3:30-4:45pm
EMERALD HALL	AMETHYST HALL	SAPPHIRE HALL	ALBERT HALL
<p>Title: Work, Leadership, Diversity and Benefits issues in Africa.</p> <p>Chair: Emmanuel Obuah, Alabama A & M University, USA</p>	<p>Title: Developments in the Legal Area in Africa.</p> <p>Chair: Dr. Samuel Sejjaka, Makerere University Business School</p>	<p>Title: Agriculture, Agribusiness/ Economics, Ecology and Environment</p> <p>Chair: James Bukenya, Alabama A& M University</p>	<p>Title: Business and Marketing Practices in Africa.</p> <p>Chair: William K. Darley, Millersville University of Pennsylvania, USA</p>
<ol style="list-style-type: none"> 1. Applying the Six Sigma Methodology to the Diversity Management Process in African Organizations. (<i>Eileen Kwesiga, Bryant University, USA, Faye K. Cocchiara, Arkansas State University, USA and Lookman Folami, Bryant University, USA</i>) 2. Millennium Development Goals: The Decent Work Agenda in Kenya. (<i>Brenda I. Geren, New York Institute of Technology, UAE</i>) 3. The Motivational Influence of Fringe Benefits on Employee Success. (<i>M. D. Gura, Tshwane University of Technology, South Africa</i>) 4. Leadership Crisis and Nation Building in a Politically Turbulent Environment: The Case of Eritrea. (<i>Desalegn Abiraha, University of Skovde, Sweden</i>) 	<ol style="list-style-type: none"> 1. The Law on Property Grabbing 3: Property and Inheritance Rights of HIV/AIDS Widows and Orphans: The Law of Mozambique and the Standards of International law. (<i>Peter Schroth, IRCG LLC and Lawyers with Borders Lucy Martinez, Fresh Fields Buckhorns Designer US LLP</i>) 2. International Rules Applicable to Contracts of International Transport of Goods: Are Shippers Better off? (<i>Jean C Mutiganda, Abo Akademi University, Finland</i>) 3. The Proposed Computer Laws of Uganda: Moving Toward Secure E-Commerce Transactions and Cyber-Crime Control. (<i>Stephen E. Blythe</i>) 4. The House of Chiefs in Ghana: Their Nature, Challenges and Prospects. (<i>Sule Anamzoya, University of Ghana, Legon, Ghana</i>) 	<ol style="list-style-type: none"> 1. Climate Change and Sustainable Intensive Farming Process in African Development Drive. (<i>A. Obot, University of Calabar, Nigeria, I. Obot, University of Uyo, Nigeria and Tom Umoh, University of Botswana</i>) 2. The Chemist and Environmental Sustainability. (<i>Cyprian O. Eneh, University of Nigeria</i>) 3. Assessment of the Impact of Improved Agronomic Practices on Rice Productivity in Ebonyi State of Nigeria. (<i>G. E. Ugwona, Francis Q. Odo, Ben Odoemena, University of Nigeria and Fidelis A. Ugwuonah, Enugu State University of Science and Technology, Nigeria</i>) 4. Environmental Constants on Small Enterprises in Tanzania: A Case Study of the Retail Electrical Clothing and Travel Industries in Dar-es-Salaam. (<i>Victor Egan, Curtin University, Australia</i>) 	<ol style="list-style-type: none"> 1. Firm Emergence: The Importance of Embeddedness to Firm Founders in Resource – Poor Situations. (Warren Byabashaija, Makerere University Business School, Uganda) 2. Comparing Strategic Orientation Between Family and Non-Family SMEs in the Context of Developing Economy. (<i>Goodluck Charles, University of Dar-es-Salaam, Tanzania</i>) 3. Competitive Intelligence and Marketing Effectiveness in Corporate Organizations in Nigeria. (<i>N. Gladson Nwokah, James U. Didia and Kenneth Adiele, Rivers State University of Science and Technology, Nigeria</i>) 4. Advertising to Children in Nigeria: Improving the Status Quo for Enhanced Ethical Marketing Practices. (<i>Ayantunji Gbadamosi, University of East London, UK</i>)

<p>May 22nd 09 SESSION 7A 9:15-10:30am</p> <p>EMERALD HALL</p> <p><u>Title:</u> FDI and Chinese – Africa Business</p> <p>Chair: Allan M. Katwalo, Strathmore University, Kenya</p>	<p>SESSION 7B 9:15-10:30am</p> <p>AMETHYST HALL</p> <p><u>Title:</u> Human Resource, Labour & Income Inequality</p> <p>Chair: Yaw A. Debrah, Swansea University, UK.</p>	<p>SESSION 7C 9:15-10:30am</p> <p>SAPPHIRE HALL</p> <p><u>Title:</u> Sustainable Business Development</p> <p>Chair: Robert Rugimbana, Tshwane University of Technology, South Africa.</p>	<p>SESSION 7D 9:15-10:30am</p> <p>ALBERT HALL</p> <p><u>Title:</u> SMEs and Entrepreneurship in Africa</p> <p>Chair: Jean Mutiganda, Abo Akademi University, Finland</p>
<ol style="list-style-type: none"> 1. Consequences of Host Country Threshold Regimes on Small Businesses. (<i>Yaw Akomea, Kwame Nkrumah University of Science and Technology, Ghana</i>) 2. Foreign Direct Investment and Economic Growth in Nigeria. (<i>Folorunso S. Ayadi, University of Lagos, Nigeria</i>) 3. The Rapidly Emerging Africa – China Trade and Investment Ties: Sources of Legitimacy. (<i>Nir Kshetri, University of North Carolina at Greensboro, USA</i>) 4. Chinese Development Aid and Agribusiness Entrepreneurs in Africa. (<i>Amita Spring, University of Florida, USA</i>) 	<ol style="list-style-type: none"> 1. HR Competencies, Self-Efficacy and line Partnering. (<i>Jolly Byarugaba, John Munene and Joseph Ntayi, Makerere University, Uganda</i>) 2. An Assessment of the Effectiveness Of Training and Development Function In Public Service Management Office In Tanzania. (<i>Theresa Dominic, University of Dar Es Salaam, Tanzania, Severine Kessy University Of Dar Es Salaam, Tanzania</i>) 3. Divided Labour and Divided In – Firm Markets in the Nigerian Petroleum Sector. (<i>Chima Mordi and Frederick M Mmieh, Brunel University, UK</i>) 4. Government Expenditure and Income Inequality in Tanzania: A Policy Dimension. (<i>Benjamin Mutagwaba, University of Dar-es-Salaam, Tanzania</i>) 	<ol style="list-style-type: none"> 1. Sustainable Business Development: The Case of Cameroon with Focus on Entrepreneurship and Leadership. (<i>Lena Catherine Forje, University of Buea, Cameroon</i>) 2. Indigenous Resource and Institutional Capital: Understanding its Role in Private Sector Sustainable Development. (<i>Mike Valente, University of Victoria, Canada</i>) 3. Building Sustainable Business Development (BDS) Business: Empirical Evidence from Kenya. (<i>Hellen Ohieno, Strathmore University, Kenya.</i>) 4. ‘Africa Open for Business;’ African and American students reflect on business and investment in Africa. (<i>Kelli Moore, James Madison University</i>) 	<ol style="list-style-type: none"> 1. Entrepreneurial Policy Stimulates Business Success in Developing Countries: Evidence from Kenya. (<i>George Y. Ombado, Devcoprojects, Kenya</i>) 2. What Impact do Economic Issues have on the Survival of SMEs’ Entrepreneurs? (<i>D. B. Thabalala, University of South Africa and Edward Rankhumise, Tshwane University of Technology, South Africa</i>) 3. Microfinance and Enterprises’ Performance in Tanzania: Does Gender Matter? (<i>Severine Kessy, University of Dar-es-Salaam, Tanzania</i>) 4. Entrepreneurial Characteristics among Small Business Owners and Non-Business Owners in the Dakar Area. (<i>Italo Trevisan, Universita di Trento, Italy.</i>) 5. An Assessment of the Effectiveness of Training and Development Function in Public Service Management Office in Tanzania. (<i>Theresa Dominic, University of Dar es Salaam, Tanzania; Severine Kessy, University of Dar es Salaam, Tanzania</i>)

May 22 nd 09 SESSION 8A 10:45-12:00pm	SESSION 8B 10:45-12:00pm	SESSION 8B 10:45-12:00pm
EMERALD HALL	AMETHYST HALL	SAPPHIRE HALL
<p>Title: Agriculture, Agribusiness/Economics, Ecology and Environment</p> <p>Chair: Tom Umoh, University of Botswana</p>	<p>Title: Migrant Workers, Immigrant Entrepreneurs and Business Enterprises.</p> <p>Chair: Anita Spring, University of Florida</p>	<p>Title: Consumer Behaviour and Marketing Strategies</p> <p>Chair: Simon Sigue, Athabasca University, Canada.</p>
<ol style="list-style-type: none"> 1. Transaction Costs and Smallholder Household Access to Maize Market in Central Province of Zambia. (<i>Bwalya, R., J. Mugisha and T. Hyuha, Makerere University, Uganda</i>) 2. Comparison of Production Cost of Heterobranchus Bidorsalis and Clarias Fariatus Hybrid Juveniles Stocked in Varied Culture Tanks. (<i>Margaret N. Oguguah, Nigerian Institute for Oceanography and Marine Research and Joseph E. Eyo, University of Nigeria</i>) 3. Contents of Heavy Metals of Two Edible Fish Pseudotolithus, Senegalensis and Arius Heudeloti from Three Different Geographical Locations of Lagos State. (<i>L. I. Oshisanya, Nigeria Institute for Oceanography and Marine Research, I. A. Ogunwande, Lagos State University, Nigeria and T. K. Oshisanya, Oberonkaph and Company, Nigeria</i>) 4. The Effects of Health Care Supply Chain Logistics Expenditure on Economic Growth. (<i>James O. Bukenya and Chris Enyinda, Alabama A & M University, USA</i>) 	<ol style="list-style-type: none"> 1. Migrant, Trafficked and Bonded Workers: Human Resource Mismanagement. (<i>Amos O. Thomas, University of Botswana</i>) 2. Characterizing African Immigrant Entrepreneurship in Finland. (<i>Richard Owusu, Hanken School of Economics, Finland</i>). 3. Government Support for Small, Micro and Medium Enterprises (MMME's) as Venture for Business and Economic Development in South Africa. (<i>Abel J. Diale, Tshwane University of Technology, South Africa</i>). 4. Foreign Direct Investment in Tourism and the Enhancement of Economic Capacity of Small and Medium Enterprises in Tanzania: Networks and the Global Chain Perspectives (<i>Letitice K. Rutashobya, I. Allan and W. Anderson, University of Dar es Salaam, Tanzania</i>). 	<ol style="list-style-type: none"> 1. Consumer Behaviour in Kampala Restaurants: Insights to Cultural and Marketing Implications on Small Business Sustainability. (<i>Samson O Muudu Otengi, Makerere University, Uganda</i>) 2. The Changing Nature of Contemporary Marketing Practices in Ghana: A Test of Miles and Snow's Strategic Typology. (<i>Kofi Dadzie, Georgia State university, USA, Evelyn Winston, Clark Atlanta University, USA and Robert Hinson, University of Ghana</i>) 3. Utilizing Information in Non-Traditional Export Firm Management in Ghana. (<i>Nana Qwusu-Frimpong, London Metropolitan University, UK, Julius Dasah, GIMPA, Ghana and Robert Hinson, University of Ghana</i>) 4. Factors that Influence Youth in Nairobi in their Evaluation of Controversial Advertisements. (<i>Irene Ngunjiri, Strathmore University, Kenya</i>)

Paper Abstracts

THE EFFECTS OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON PERFORMANCE OF MANUFACTURING MULTINATIONAL COMPANIES IN KENYA: A MODERATING ROLE OF EMPLOYEE CULTURAL ORIENTATIONS

Beatrice Dimba

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and

Professor Peter K'Obonyo

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This study linked strategic human resource (SHRM) practices, cultural orientations, employee motivation and firm performance in foreign manufacturing multinational companies (MNCs) in Kenya. The objectives were: to establish the relationship between SHRM practices and firm performance; to determine the extent to which the relationship between SHRM practices and employee motivation depends on employee cultural orientations; to establish if the relationship between SHRM practices and firm performance is mediated by motivation; to gauge the relationship between motivation and firm performance. The respondents were HR managers, financial managers and production managers, and non-management employees working in 50 foreign MNCs. Data was collected using questionnaires developed by Hofstede and Huselid and modified by the researcher. Hofstede's instrument contains measures of employees' cultural orientations, whereas Huselid's instrument contains measures for SHRM practices, motivation and performance. The findings of the study indicate that: all the variables of SHRM practices, except recruitment and hiring were positively and significantly correlated with performance; relationship between SHRM practices and firm motivation did not depend on employee cultural orientations in the case where cultural beliefs were considered, but depended on employee cultural orientations when cultural values were considered; motivation mediated relationship between SHRM practices and firm performance; and motivation affected firm performance.

AN ASSESSMENT OF THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT FUNCTION IN PUBLIC SERVICE MANAGEMENT OFFICE IN TANZANIA

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The purpose of this paper is to present finding on assessment of effectiveness of training and development function carried out in President's Office, Public Service Management (PO-PSM) in Tanzania. Data were collected through structured questionnaires,

unstructured checklists and review of organisational documents within the Office. Despite a well designed training programme, the findings established that inadequate and poor allocation of training funds, unclear criteria for trainees' selection, and inability to determine type of training needed by trainee's were considered as problems of implementing training programme within the Public Service Management Office. Furthermore the results show that training and development is not frequently evaluated in order to determine what benefits it brings to the organisation. From these findings it is recommended that current training programme needs to be re-analysed and improved in order to promote transparency as well as practical implementation of training plans.

NASCENT TECHNOLOGY COMPANIES: PLANNING FOR SUCCESS AND SAFEGUARDING INTELLECTUAL CAPITAL

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In the evolving competitive landscape, the importance of intellectual capital is recognized as a key organizational asset. This is particularly so in a knowledge-based economy, where intangible assets are believed to be the only asset class capable of delivering continued profit, cash flows and a sustainable competitive advantage. This paper explores the importance of evaluating, recognizing and protecting intellectual capital of innovative start-up companies. It examines the strategic role of the business plan for an innovative start-up and the importance of intellectual capital which enables it to profit from its competitive advantage for stakeholder well-being and long-term shareholder wealth creation.

E-PROCUREMENT AND MARKETING PERFORMANCE IN CORPORATE ORGANIZATIONS IN NIGERIA

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Henry Ozuru

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This paper is aimed at assessing the influence of e-procurement on the marketing performance of corporate organizations in Nigeria. The paper adopted a descriptive methodology in describing e-procurement and marketing performance of corporate organizations in Nigeria. The paper finds that not many companies in Nigeria have adopted the e-procurement practices and as such it is difficult to empirically assess the impact of e-procurement and marketing performance. Two major implications are identified in this paper, one to scholars on the

investigation of the link between e-procurement and marketing performance further study could empirically investigate the relationship between e-procurement and marketing performance using our proposed conceptual frame work. To managers, this will no doubt help to provide knowledge and understanding of the reason for and consequences of any particular marketing decision.

QUANTIFICATION OF RISK MITIGATION IN GHANAIAN PHARMACEUTICAL INDUSTRY SUPPLY CHAIN

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Global pharmaceutical supply chain risk mitigation has become an important issue in the corporate board room. This paper reports on the empirical findings of the quantification of risks that decision makers consider most important when deciding on risk portfolio to mitigate and the manner in which risks are prioritized according to their importance. Based on reviewed literature, five objectives and four alternative risk mitigation treatments were identified. The empirical findings suggest that decision makers attach great importance to counterfeit, Food and Drugs Board, and exchange rate fluctuations. For currency and supplier failure, they are less important to the decision makers. With respect to risk mitigation strategies, risk reduction is considered most important followed by risk avoidance. Dynamic sensitivity analysis with respect to change (increase) in Food and Drugs Board did not result in any change in the ranking of risk mitigation strategies, while change (increase) in counterfeit resulted in a change in the ranking between risk reduction and risk avoidance. Risk reduction ranked number one followed by risk reduction. Implications distilled from this paper are far reaching for the Ghanaian pharmaceutical C-level

THE ROLE OF TRUST IN DEVELOPING BUSINESS RELATIONS BETWEEN FISH SUPPLIERS AND EXPORT FIRMS IN ERITREA

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This paper provides a framework for analysing the role of trust in developing business networks between fish suppliers and export firms in Eritrea. It discusses main concepts of trust in light of transaction cost theory and networking theory. The framework considers three forms of trust: competence trust, social trust, and institutional-based trust. To verify the applicability of the conceptual framework, we conducted a case study and survey research in the Eritrean fish industry. The case study and survey results demonstrated that the level of trust developed between exchanging parties is not only based on their economic performance but also it is influenced by the social and institutional settings. In particular, the competence of export firm in providing credit and setting attractive prices, the influence of the 'law of the sea' and formal written contracts are considered important in developing and maintaining trust between fish suppliers and export firms. If both fishermen and export firms fulfill each others promises there is room for a business relationship based on flexible supply contracts.

DETERMINING SERVICE QUALITY IMPROVEMENT PRIORITIES IN SELECTED HOTELS IN KAMPALA CITY

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This paper examines service quality levels in selected hotels in Kampala by determining customer perceptions of importance and satisfaction of selected service quality attributes. The service quality performance model developed by Chen, et al., (2007) was used to determine the best strategy for improving service quality and customer satisfaction, together with the performance - evaluation matrix developed by Lambert and Sharma (1990) and the service - quality performance matrix developed by Hung et al., (2003). The findings indicate that out of the 22 service quality items that were under investigation, 13 of them needed to be improved. These were mainly to do with staff skills to handle customers' requirements and the hotel owners' inability to

provide flexible services to customers which affected service quality. The findings clearly indicate that hotel owners must recruit skilled personnel in order to improve service quality.

USING A JOINT VENTURE ENTRY MODE TO PENETRATE THE CHINESE CONSTRUCTION INDUSTRY: THE CASE OF ATKINS CONSTRUCTION CONSULTANCY

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This paper investigates the reasons why foreign firms are increasingly becoming Wholly Foreign Ownership Enterprises (WFOEs) in China, particularly in the construction sector. Specifically the objectives are to (a) investigate the choice of entry mode used by British construction firms to penetrate the Chinese construction industry before and after the deregulation of the foreign share of companies in 2003; and (b) investigate Atkins expansion approach to enter the Chinese construction industry. Qualitative analysis of available evidence reveals that Atkins first used its international experience and Joint Venture (JV) entry mode to locate in Hong Kong. After gaining the status of a WFOE it quickly expanded its business activities across the major cities in China.

DETERMINANTS OF USING VOLUNTARY COUNSELLING AND TESTING FOR HIV/AIDS IN KENYA

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The benefits of Voluntary Counseling and Testing (VCT) for HIV are well established with evidence of reducing risky behaviours and rates of HIV sero-conversion among VCT recipients. Knowledge of one's positive HIV status can help to access treatment and care and also reduce stigma associated with HIV/AIDS. However, despite the benefits of VCT, the percentage of people using VCT services in sub Saharan Africa (SSA) is low. Only 15% of women from the Kenya Demographic and Health Survey (KDHS) of 2003 had used the services despite the substantial increase in VCT services in Kenya. This paper analyses the determinants of using VCT for HIV for Women in Kenya using data from the Kenya Demographic and Health Survey of 2003. Results from the analysis reveal positive association between using VCT services and the level of education, wealth status and urban residence. The implications for findings are different innovative approaches to improve HIV treatment access including community outreach interventions, dealing with stigma associated with VCT by inclusion of men and, targeting couples to deal with gender related power differences in decision making in order to improve the use of VCT services and enhance development in the long run.

LABOR AS AN EXPORT. ESTIMATING UGANDA'S EXPORTABLE LABOR USING A NEW PRO-POOR INDEX OF UNEMPLOYMENT

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This paper reviews recent evidence suggesting the need for many African countries to expand labor exports so as to benefit from increased remittance inflows. Export of labor has continued to be viewed as brain drain with a general lack of sufficient data on what exactly constitutes exportable labor. This paper estimates Uganda's exportable labor using a new Unemployment Index that draws from Kakwani and Son (2006). It finds that Uganda's exportable labor is more than twice the current pool of Ugandan emigrants and is constituted by mainly the unskilled casual workers plus those released from the fast declining informal sector. Policy implications are drawn to harness this substantial labor resource through gainful employment abroad.

INNOVATION AND PERFORMANCE IMPROVEMENT AMONG EXPORTERS IN THE UGANDA FLORICULTURE INDUSTRY

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This paper analyzes the relevance of innovation in customer value creation and financial performance improvement among flower exporters in Uganda. It presents results from a mixed-methodological study carried out using in-depth interviews of technical managers from the exporting firms and experts from the industry, observation and a review of documentary sources to ensure depth, reliability, validity and consistency. The research employed semi-structured interviews followed by content analysis and modeling of financial returns to innovation. Evidence points to the mixed impact of innovation on financial performance. This contributes valuable insights into the debate on the distribution of economic benefits to the different actors along the commodity export value chains and in particular, it adds to the limited body of knowledge on the impact of innovation on financial performance among agri-business export firms in poor countries. In addition, the findings offer a set of important lessons for the managers of companies engaged in agricultural commodity exports whose aim is to improve financial returns to their innovation efforts and policy makers seeking to formulate and

implement policies that provide economic incentives to stimulate investments in innovations and the development of export agriculture.

MISPLACED MARKETING: GUERRILLA MARKETING OF TOBACCO/ CIGARETTES TO CHILDREN IN AFRICA

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This paper investigates how marketers of harmful products have managed to remain on the right side of the law by engaging in guerrilla marketing tactics (notably below-the-line promotional strategies) as distinct from the conventional above-the-line promotions (advertisement). We define misplaced marketing as the marketing of socially hazardous products to vulnerable groups such as women and children. Taking the marketing of tobacco products as a point of departure, we highlight the marketing antics adopted by big players such as British American Tobacco (BAT) in encouraging smoking amongst vulnerable groups (especially children) in Africa. Although the ban on tobacco smoking in public places has spread across the developed world and many other parts of the developing world including Africa, the impact in the latter case remains to be seen as children as young as eight years old have easy access to cigarettes which is supposedly 'cheaper than biscuits.' In the light of the above, we investigate themes such as the (i) issue of accessibility; (ii) regulatory impact; (iii) societal acceptance; and (iv) implications for marketing in Africa.

COMPETENCE AND CRITICAL SUCCESS FACTOR DEVELOPMENT AS AN AVENUE FOR ACHIEVING SUSTAINABLE MICRO AND SMALL ENTERPRISES IN AFRICA

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This paper explores the case for defining the critical success factors (CSFs) that are necessary for the growth of the micro and small enterprises in East Africa. The paper reviews some literature on identification and development of competencies and CSFs. The paper uses two case studies to argue that CSFs should be framed more explicitly within the micro small enterprise (MSE) planning process. The paper highlights some of the CSFs that appear to hold the key to successful growth and development of MSEs using two cases from Kenya. The paper concludes by

showing the need for further research to more clearly identify and define the CSFs which the Kenyan MSEs need to fully articulate and manage in order to succeed and grow.

LIVESTOCK ENTREPRENEURS FROM NORTHERN GHANA: THEIR MOTIVATIONS AND CHALLENGES

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Entrepreneurship is acknowledged worldwide as the engine of economic growth. In Ghana, entrepreneurial activities cut across all sectors of the economy, providing a means of livelihood to about 75% of the total population. Despite its critical role, the focus of entrepreneurship research has generally focused on entrepreneurial activities in urban areas, to the neglect of rural entrepreneurial activities. This study is positioned within the agricultural sector, more specifically, within the livestock industry in Ghana, because of the importance of livestock to the attainment of food security in the nation (Oppong-Anane et al, 2008). Furthermore, northern Ghana plays a critical role in Ghana's livestock industry, and so understanding of the motivations and challenges of those who establish and operate livestock businesses in Northern Ghana would be a significant step towards helping to improve efforts at developing the sub-sector. The population for the study comprised all livestock farmers from Northern Ghana as compiled by the District and Regional Animal Health Officers as well as the District and Regional Agricultural Development Unit Officers in the three administrative regions. The data collection exercise comprised two phases - a survey and series of in-depth interviews. Three hundred livestock farmers were targeted for the survey, while 13 farmers randomly selected from the list of farmers at the Regional Offices of the Department of Animal Production at the Regional Agricultural Development Units took part in in-depth interviews. The survey data were factor analysed. The in-depth interviews were analysed to establish trends and patterns which were used as a basis to present explanations to the findings. Among the major findings were that the entrepreneurs' motivations for rearing animals include personal, financial and employment factors, with the financial factor being the strongest. Their challenges included poor animal health, business management, market, external and input factors, with poor animal health factor being the greatest

challenge. Implications for policy and training are discussed in the paper.

THE ROLE OF TRUST IN DEVELOPING BUSINESS RELATIONS BETWEEN FISH SUPPLIERS AND EXPORT FIRMS IN ERITREA

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This paper provides a framework for analysing the role of trust in developing business networks between fish suppliers and export firms in Eritrea. It discusses main concepts of trust in light of transaction cost theory and networking theory. The framework considers three forms of trust: competence trust, social trust, and institutional-based trust. To verify the applicability of the conceptual framework, we conducted a case study and survey research in the Eritrean fish industry. The case study and survey results demonstrated that the level of trust developed between exchanging parties is not only based on their economic performance but also it is influenced by the social and institutional settings. In particular, the competence of export firm in providing credit and setting attractive prices, the influence of the 'law of the sea' and formal written contracts are considered important in developing and maintaining trust between fish suppliers and export firms. If both fishermen and export firms fulfill each others promises there is room for a business relationship based on flexible supply contracts.

POLITICAL PARTY BRAND AND CONSUMER CHOICE IN GHANA

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This study aims at ascertaining the extent to which political parties are managed as brands and the perceptions of political party

brands amongst a select voter consumer population in Ghana. The research design is qualitative since this is an exploratory study and we sought detailed preliminary insights about a hitherto under-researched topic from a developing country's perspective. Employing focus group discussions and in-depth interviews of registered voters, we sought to unearth comprehensive understanding of voter brand choice in eight regions (42 constituencies out of 230) in Ghana. The major political parties are not managed properly as brands, in spite of the advantages of brand management. The political parties studied also do not invoke salient mental associations nor intense emotional effects with voters as power brands do with consumers. This paper presents a modest contribution to the political brand management literature, from a developing economy context.

CONCEPTUALISING CORPORATE SOCIAL RESPONSIBILITY AND CORPORATE SOCIAL INVESTMENT: THE SOUTH AFRICAN CONTEXT

Tidings P. Ndhlovu

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Corporate Social Responsibility (CSR) and Corporate Social Investment (CSI) have become terms that are used to examine some activities of businesses. With globalization pressures and increasing burdens on governments to provide comprehensive social services, the microscope has been trained on how firms play their part in sharing this burden. Views vary from those who believe that CSR and CSI are a distraction from profit maximization to those who argue that participation in such activities contributes to positive social transformation and also benefits participating firms themselves. This paper seeks to conceptualize these debates, positing CSR and CSI, together with the Socially Responsible Investment (SRI) Index that has been used to evaluate corporate behavior in South Africa, as a novel way of addressing pressing development problems

UGANDA'S SUPPLY SIDE CONSTRAINTS AND PERFORMANCE OF EXPORTABLE PRODUCTS IN THE GLOBAL MARKET

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This study is about the relationship between Uganda's supply side constraints and the performance of exportable products in the global market. While market access remains important, Uganda's major handicap is her inability to enter and sustain export growth in the opened market. This could be attributed to product

standards and supply side constraints categorized as; Financial Resources, Technology, Market Information, Trade Policy and Storage Systems The study was to establish the relationship between supply side constraints and product standards; and export growth in terms of volume, value and employment opportunities. A sample size of major exportable products (Coffee, Fish and fish products) was selected purposively and information was gathered from 50 respondents. This will comprise; 15 exporters, stakeholder organizations, 25 active coffee exporters and 10 Fish and fish products exporters. Coffee is the leading exchange earner among the traditional exports and operating in a declining market while Fish is champion in the market among the non-traditional exports. Findings indicate that there is a positive relationship between supply side constraints and the performance of exportable products in the global market. It is therefore recommended that, Uganda supply-side constraints should be minimized to improve her export earnings.

FINANCIAL REPORTING ON THE INTERNET BY QUOTED COMPANIES IN NIGERIA

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This study examines the status of financial reporting on the internet by the Nigerian listed companies. Secondary data were sourced from the websites of the sample companies. The descriptive analysis was used to analyze the data obtained. The sample consists of 220 companies listed on the Nigerian Stock Exchange. Among the 220 companies, 62(28.2%) are financial companies while 158(71.2%) are non-financial companies. The study shows that, 119 (54.1%) companies have official website while 101 (45.9%) do not have an official website. Furthermore, 31 (14.1%) companies publish their financial information on-line while 189 (85.9%) do not publish their financial information on-line. Also, 21 (9.5%) publish their information using Portable Document File (PDF) format while 10 (4.5%) publish theirs using Hyper Text Markup Language (HTML) format. The study recommends that, official regulations should be put in place to ensure adequate storage reliability, timeliness, effective and efficient distribution of paramount information by enforcing the use of the internet for financial reporting.

VALUE RELEVANCE OF ACCOUNTING INFORMATION IN EMERGING STOCK MARKET: THE CASE OF NIGERIA

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This paper investigates the value relevance of accounting data in the Nigerian Stock Market. The primary objective of the study is

to determine if there is a relationship between accounting numbers and share prices in the Nigerian Stock Market. The value relevance of accounting data was measured by the correlation coefficient between stock prices and some accounting numbers. In an attempt to estimate the model, linear regression was used. While there has been a number of studies on this topic in the developed countries, at the time of this work, no extensive study in Nigeria, based on existing knowledge has explored the subject.

AGOA AND FOCAC: COMPETING FOR AFRICAN MARKETS THROUGH MULTILATERAL TRADE AGREEMENTS

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The post-Cold War global economy has been characterized by an exponential increase in the number of MTAs/RTAs to reduce and eliminate barriers to multilateral trade and economic exchanges. The US post-Cold War foreign policy was anchored on 'engagement and enlargement' to build a community of free market nations. China confronted by domestic economic metamorphosis, embarked on the policy of **zhuada fangxiao** and **zouchuqu** to expand its economic and commercial networks. In 2000 both the US and China formed AGOA and FOCAC respectively to open up their economies and accelerate economic exchanges with Africa. This paper attempts to explore the origins and objectives of schemes, the trade trends and the implications of the evolving trade relationships.

GLOBALIZATION AND DEVELOPMENT: A CRITICAL VIEW OF A SPECTATOR

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Globalization as its name suggests is a trend that has taken the world by storm. Its Tsunami-like movement is bound to cause both applause and jitters. It has been argued that globalization will remain a key factor for future world economic development. As a spectator in the whole "chess game", one prompted to question the foundations of the notion that the new concept offers something radically different from the traditional trading patterns. With the presence of the multinational companies around the globe, the world has been globalized. Within that traditional arrangement, the world has realised major inequalities and economic imbalance in terms of trade. How the new arrangement is going to help developing countries from the current economic quagmire still remains a myth. It is further argued that the benefits will be reflected in regard to trading in goods and services and in movements in capital, labour and employment. Indeed, the

prescriptions sound good music for the ears. Nonetheless, attempts have not been made to bring to the fore the numerous challenges the new development poses for developing countries. Is it the same old hyena in sheep's clothing? This paper seeks to make a critique of the premises on which the proponents of globalization base their arguments. The paper attempts to challenge the notion of globalization as beneficial to the developing countries arguing that the new concept, like any other, has been around for decades. It will be interesting to understand how the developing countries with weak legal, political and economic structures will benefit from the new economic arrangement. The author intends to use current literatures and studies on globalization to make a strong case against globalization.

FAILED DEVELOPMENT VISION, POLITICAL LEADERSHIP AND NIGERIA'S UNDERDEVELOPMENT - A CRITIQUE

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Nigeria's underdevelopment is more of poor implementation than lack of development visions and programs. Policy summersault and development projects abandonment are common. Political leaders need to be sensitized on putting society interest first and committing to development visions and programs. Nigerians need to be sensitized on holding political leaders accountable to campaign promises and development programs. Using the critical research method of analyzing available secondary information, this paper reviews continual ineffective implementation of development visions and projects. Individual and corporate commitment to the banishment of corruption is recommended for way forward in the country's development.

STRATEGIES OF QATARI FAMILY BUSINESSES TO FACE GLOBALIZATION

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This paper examines the opportunities and threats faced by Qatari family businesses from globalization and how they respond

strategically to these factors. Data were obtained using a questionnaire survey involving 43 family businesses (FBs) in Qatar. The results show that being aware of the opportunities instead of the threats from globalization and the availability of networking positively affect the firms' readiness to face the challenge of globalization. The availability of networking also influences the firms to look for sources of fund to expand their business. Finally, the availability of the sources of fund not only influences the firms' readiness to face globalization but it also influences them to formulate new strategies to face globalization. Two specific implications of this study are also presented.

FACTORS AFFECTING FOREIGN DIRECT INVESTMENT LOCATION IN THE PETROCHEMICALS INDUSTRY: THE CASE OF SAUDI ARABIA

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Foreign Direct Investment (FDI) is an important source of capital and economic growth in developing countries. It provides a package of new technologies, management techniques, finance and market access for the production of goods and services. However, attracting FDI is a major challenge for most host countries as they face the challenge of identifying the major factors that motivate and affect the FDI location decision. This study fills the research gap by examining the relative importance of major FDI location factors in Saudi Arabia's Petrochemicals industry. The paper concludes that the most important major location factors for FDI inflows into the Petrochemicals industry are cost factors followed by infrastructural and technological factors, political and legal factors, market factors and social and cultural factors.

HUMAN FACTOR, ORGANIZATIONAL JUSTICE AND PERCEIVED ORGANIZATIONAL EFFECTIVENESS: AN EMPIRICAL ANALYSIS FROM GHANA AND UGANDA

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This paper examines the effect of the human factor, organizational justice (OJ), and their interaction on perceived organizational effectiveness (OE) in two Sub-Saharan African

economies. The findings indicate that OJ is positively related to OE in both Ghana and Uganda. There are, however, differences on the impact of the human factor on OE in Ghana and Uganda. In Ghana, helping qualities and human capabilities were positively related to OE, while moral capital was negatively related to OE. While in Uganda, moral capital and human capabilities were positively related to OE, helping qualities was negatively related to OE. The interaction effects further indicated that OJ moderates the relationship between the human factor and OE in both countries but in different ways. The findings clearly indicate that while the human factor influences OE, its role is also dependent on organizational justice perceptions at the workplace.

PERFORMANCE POVERTY OR POVERTY OF PERFORMANCE LEADERSHIP? THE CENTRALITY OF PERFORMANCE MANAGEMENT LEADERSHIP AND PROCEDURAL JUSTICE IN AFRICA'S QUEST FOR DEVELOPMENT

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This paper seeks to demonstrate the central role of performance leadership and procedural justice in forming member attitudes to performance management practice in Africa basing on the themes presented in performance management literature and an empirical examination of quantitative data from a sample of 1010 employees from organizations in South Africa and Uganda. The author examines hypothesized links between leadership and procedural justice, leadership and member perceptions of the character of the existing performance management systems and these member perceptions of the system in place and their affect for performance management practice. The findings point to the need to move from performance management to performance leadership ecologies with emphasis on organizational justice.

KNOWLEDGE ECOLOGY AND KNOWLEDGE ECOSYSTEMS AT A SOUTH AFRICAN UNIVERSITY

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A spin-off is a commercial entity founded within a university. Due to high levels of creativity and innovativeness, university spin-offs (e.g. Google and Yahoo) tend to be more successful in technology transfer (Gubeli & Doloreux, 2005:270), which is an important driver for economic development in developing countries like

South Africa (HESA, 2007). Despite the availability of diverse skills within universities, these college-based companies are relatively difficult to form. Because of specialisation, innovators/scientists, as they concentrate on their discipline, generally diminish on other necessary business skills. Given the often hi-tech nature of spin-offs, success often requires specialists from other disciplines such as law, marketing, accounting, investment, and management. Paradoxically, all the above-mentioned are trained at universities, but combining these for the purposes of forming an enterprise has proved to be a challenge. The knowledge ecosystems approach as applied by American institutions has been successful in bridging this divide. This paper seeks to evaluate the applicability of ecosystems in South Africa. The study will focus on universities of technology - the former "Technikons

EVALUATING INFORMATION TECHNOLOGY INVESTMENTS - A SURVEY OF KENYAN COMMERCIAL BANKS

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This study attempts to provide empirical evidence on the current state of practice in Kenyan banking institutions in evaluating IT investments ex ante. Results of the survey show that the most popular investment appraisal techniques used in such evaluation in Kenyan banks are cost-benefit analysis, technical arguments, risk analysis, competition, payback period and return on investment, while the least popular are the Internal Rate of Return, computer-based techniques and Net Present Value. The fundamental conclusion of this research is that in the banking industry, the level of usage of sophisticated techniques that integrate financial and strategic analysis to appraise IT investment is low compared to the usage of "traditional" appraisal techniques that focus on the financial return of an investment. Results of this study will help to establish banking industry-wide benchmarks and best practices in IT investment evaluation, thereby assisting IT executives to make more informed decisions for future investments.

EFFICIENCY MEASUREMENT OF THE URBAN WATER AND SEWERAGE AUTHORITIES (UWSAs) IN TANZANIA: A DATA ENVELOPMENT ANALYSIS

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This paper attempts to measure the efficiency of the Urban Water and Sewerage Authorities (UWSAs) in Tanzania for the years 2005/06 and 2006/07 using input oriented Data Envelopment Analysis (DEA) as well as Malmquist Productivity Index (MPI). The data was collected for the 19 UWSAs taking two inputs (total own operating expenditure and amount of water

produced) and outputs (revenues generated and percentage of population served) measures. The results indicate that category A authorities which are self sufficient are the least efficient as compared to others which receive government support to run their activities. The findings indicate also that the increase in the performance of the UWSAs is not resulted from technological advancement rather than operational efficiency. The study calls for application of more comprehensive techniques to monitor the efficiency of the UWSAs in Tanzania

CHALLENGES FOR REGIONAL BUSINESS DEVELOPMENT IN CENTRAL AFRICA: A MECHANISM DESIGN PERSPECTIVE.

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(Abstract Not Available)

EXPLORING THE RELATIONSHIP BETWEEN MANUFACTURING COMPETITIVENESS, GOVERNMENT POLICY AND MANAGERIAL COMPETENCE.

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THE NATIONAL INDUSTRIAL POLICY AND INDUSTRIALIZATION STRATEGY IN UGANDA.

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SAVING AND REAL INTEREST RATES IN DEVELOPMENT COUNTRIES: EMPIRICAL EVIDENCE FROM UGANDA.

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ALTRUISTIC LOVE CULTURE AND WORKERS' COMMITMENT IN THE NIGERIAN MANUFACTURING INDUSTRY: A STUDY IN WORKPLACE SPIRITUALITY

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This empirical study, which was based on a sample of 235 middle and senior level organizational members, examined the association between 'altruistic love' as an element in the emerging theme of 'workplace spirituality', and 'workers' commitment' in the Nigerian manufacturing industry. The study found that a culture of altruistic love leads to high workers' affective and normative commitment, as well as low workers' continuance commitment. The study therefore recommends that Nigerian manufacturing organizations should strive to show devotion to organizational members through acts of benevolence, care and concern, in order to be assured of their high level of commitment to work.

AN OVERVIEW OF FACTORS AFFECTING MACRO BUSINESS ENVIRONMENT IN EAST AFRICA.

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Business environment affects the decisions, strategies, processes and performance of the business. There are two types of business environment: micro business environment consisting of different types of stakeholders such as customers, employees and suppliers and macro business environment consisting of all exogenous

factors that influence decision making on resource use and performance of any business. The main objective of this paper was to determine the level of business environment across five countries of Burundi, Kenya, Rwanda, Tanzania and Uganda, using the World Bank's Enterprise Survey Database. The macro business environment indicators were grouped into infrastructure, finance, labor, corruption and regulation, law and order, innovation/technology, trade, and firm productivity. Summary statistics and analysis of variance were used to evaluate the level of macro business environment across the five Eastern Africa countries. The results indicate that infrastructures especially availability of electricity was more important in Burundi, Rwanda, Tanzania and Uganda than in Kenya. Complaints about corruption and tax procedures were higher in Kenya than in Tanzania and Uganda. Other indicators related to availability of financial capital and law and order were important and similar across the five countries. It is therefore important for the five countries to join forces in developing joint public policies conducive to businesses. Improved macro business environment will reduce business costs and attract external capital.

EMERGING FROM PERFORMANCE POVERTY IN AFRICA - TOWARDS A PERFORMANCE LITERACY (PERFORMERACY) MODEL

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It is now an annual occurrence to report the dismal performance of African economies relative to the rest of the world, the wretchedness of most lives on the continent and the dimness of the hopes of Africans for a better future. This may be unduly pessimistic as it obscures the existence of practices in some countries that may be a basis for turning around Africa's organizations and nations and with them her people. This paper seeks to develop a model of performance literacy at organizational and national levels termed performeracy as an antecedent for organizational and national performance basing lessons from theory and practices in South Africa and Uganda

THE "AMERICAN BABY" SYNDROME AND THE MIGRATION OF GHANAIAI WOMEN

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The migration of people from one society to another in search of better conditions of life is quite common in Third World countries like Ghana where people migrate constantly to America, Europe and even to other African countries. In recent times, there appears to be a shift in the goals of these movement patterns: pregnant Ghanaian women are now migrating to the

Western Worlds, particularly the United States to have babies, who become "American babies" by virtue of their being born in the States. This study attempts to investigate the motivations and implications of this relatively new phenomenon in Ghana.

DO PUBLIC HOSPITALS RESPOND TO THE NEEDS OF ALL PATIENTS IN THE NEW SOUTH AFRICA?

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The evaluation of public healthcare is important for customers, healthcare providers and society. Understanding the determinants of healthcare satisfaction will lead to the improvement of healthcare quality in developing countries. In this study in-patients and out-patients' expectations, perceptions and satisfaction with the responsiveness provided by public healthcare in South-Africa is measured by using SERVQUAL. The major findings were that all patients demand excellent responsive levels but none of these were met, resulting in dissatisfaction. Overall patients were least satisfied with reasonable waiting time for receiving medicine as well as reasonable waiting time for treatment. The findings of this study could be used to guide public hospitals to render health-care programmes more patient-centred and to increase their efficiency in a context of scarce resources.

LANDMINES, HUMAN CONDITIONS AND INTERNATIONAL BUSINESSES

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Angola is plagued with millions of landmines, causing destructions to human conditions and businesses. This study has three purposes: highlight the problems associated with landmines and bring them to the attention of international business managers; analyze the human conditions relating to landmines in the context of businesses using political ecology theory; and finally, recommend strategies for business managers to improve the prevailing human conditions in Angola.

NIGERIAN CONTENT POLICY IN THE OIL AND GAS INDUSTRY: IMPLICATIONS FOR SMALL TO MEDIUM-SIZED OIL-SERVICE COMPANIES

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Since the 1960s till date, the Nigerian Oil and Gas Industry have continued to play a key role in the country's economic growth and development. The sector generates about 95 percent of total export revenue and 80 percent of her total national income. In addition, it expends about \$8 billion annually in servicing its operations. Sadly, a significant proportion of this amount is paid to foreign contractors for services like fabrication and engineering procurement; resulting into capital flight and leaving very little to developing the country's industrial base. Similarly, the government introduced the 'Local Content' (LC) policy, aimed at championing the course for higher indigenous participation in the sector and value addition for the nation. One of the major thrusts of the policy was to promote higher participation of Small to Medium-sized firms within the industry. We present findings from multiple-case study conducted on two SMEs, with the aim of exploring the policy implications on their operations. The study reveals that while the policy has achieved very little success in enhancing more contract awards to local firms and spurring few joint venture arrangements; nevertheless, issues such as ineffective supervision, cumbersome prequalification requirements and inadequate financing, still hinder the policy efficacy.

MEAN REVERSION AND REVENUE FORECASTING IN A MONO PRODUCT NIGERIA

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For many years, Nigerian policymakers had been unsuccessful in their attempts to manage the national economy to deal with macroeconomic instability. They have been accused of mismanagement and incompetence when it comes to preparation and execution of national budgets. In line with recent reform efforts, policymakers began to formally forecast revenue based on

the benchmark price for crude oil. This paper explores the presence of long memory in oil price series. If oil price series possess long memory, then a better modeling approach will be based on autoregressive fractionally integrated moving average (ARFIMA) rather than the current ARMA model. The results of the detrended fluctuation analysis (DFA) suggest Nigeria's oil price series is anti-persistent. A Hurst exponent of 0.48 is indicative of a time series that is covariance stationary but mean-reverting.

LEADERSHIP CHRISSIES AND NATION BUILDING IN A POLITICALLY TURBULENT ENVIRONMENT: THE CASE OF ERITREA

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The purpose of this article is to examine the social dimension of the nation building process in Eritrea. A qualitative case-study method which is composed of primary and secondary data is applied to conduct the research. The main findings show that (i) the social dimension of the nation building process was a complete failure, (ii) the main reason for the failure is the inappropriateness of the leadership to lead the task properly and (iii) a directive, visionary, participative and interactive leader that possess, quality, legitimacy, justice, care, competence and character, i.e. honesty, integrity, trustworthiness and principle-centeredness is a leader that can accomplish the task successfully

THE PROPOSED COMPUTER LAWS OF UGANDA: MOVING TOWARD SECURE E-COMMERCE TRANSACTIONS AND CYBER-CRIME CONTROL

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Uganda drafted three proposed computer laws in 2004 which remain under consideration: The Electronic Signature Bill would provide for legal recognition of all types of E-signatures, but the digital signature enjoys most-favored status. Certification Authorities ("CA") issue certificates and confirm the authenticity of E-signatures to third parties. They must maintain a repository of certificates and public keys, and may incur legal liability for publishing a certificate with inaccurate information. All CA's are required to hold a license issued by the Controller of Certification Authorities. The Electronic Transactions Bill would provide a legal foundation for E-commerce transactions. The electronic form may be used to satisfy statutory requirements pertinent to handwritten signatures and paper documents. The E-contract rules cover all necessary points, but the E-government rules are only rudimentary. The consumer protections are first-rate; the E-commerce buyer has a 14-day window in which to withdraw after

the consummation of an E-contract. The Computer Misuse Bill would prohibit several types of computer crimes: unauthorized access; modification of contents; theft of computer service; obstruction of use of computer; disclosure of access code; breach of confidentiality; enhanced punishment pertinent to national security, using a computer to disseminate child pornography; and attempts and abetments

INTERNATIONAL RULES APPLICABLE TO CONTRACTS OF INTERNATIONAL TRANSPORT OF GOODS: ARE SHIPPERS BETTER OFF?

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This paper analyses disparities existing in the current international cargo transport rules and efforts of international organisations to fill gaps and alleviate contradictions. Focus is put on international rules for the carriage of the goods by sea, air, rails and road; and multimodal transport involving carriage by sea and land. Further examination relates to the new rules of international transport in negotiation under the auspice of the United Nations Commission on International Trade Law i.e. the UNCITRAL. Before concluding the paper the author questions to what extent these new conventions are likely to improve international transport rules applicable in Africa.

THE LAW ON PROPERTY GRABBING 3: PROPERTY AND INHERITANCE RIGHTS OF HIV/AIDS WIDOWS AND ORPHANS - THE LAW OF MOZAMBIQUE AND THE STANDARDS OF INTERNATIONAL LAW

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Mozambique is a party to the key global and African treaties relevant to the property and inheritance rights of women and children and generally recognizes those rights in its 2004 Constitution, 2004 Family Law and 1997 Land Law. However, certain provisions of the Succession Chapter of the 1966 Civil Code need to be updated to ensure equality and non-discrimination. Certain elements of customary law and practices are also inconsistent with the equal protection of property and inheritance rights for women and children. This paper offers several other recommendations for improvement.

THE CHEMIST AND ENVIRONMENTAL SUSTAINABILITY

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Sustainable development advocates environmental sustainability, which requires some roles of the chemist to achieve. This review paper captures these roles, including prevention and protection against environmental degradation and its monitoring, recycling of wastes, making packages from 100% renewable resources, production of agrochemicals for afforestation and biodiversity and food security, production of renewable energies, production and application of water treatment and sanitation chemicals, chemical control and recycling of automobile exhaust emissions. It recommends more serious measures at national and international levels to encourage the study of chemistry and to enhance the regulation of its practice.

ENVIRONMENTAL CONSTRAINTS ON SMALL ENTERPRISES IN TANZANIA: A CASE STUDY OF THE RETAIL ELECTRICAL, RETAIL CLOTHING, AND TRAVEL INDUSTRIES IN DAR ES SALAAM

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Small enterprises (SEs) have long been touted as a driving force for economic development by way of entrepreneurial innovation, and the employment opportunities created. In this context, the efficiency of the SE sector should be of paramount concern to governments, particularly those with the responsibility of delivering economic growth and improved living conditions to the citizens of less developed countries. This paper presents the results of a study which sought to determine the primary constraints to efficiency and profitability for SEs in Tanzania. More specifically, the study focused on the retail electrical, retail clothing, and travel industries in Dar es Salaam, as representative of a microcosm of the business environment. The results indicate that a number of constraints to performance were common. These include erratic and costly electricity, lack of infrastructure, lack of human resources, and competitive practices that were dysfunctionally imitative rather than innovative.

FIRM EMERGENCE: THE IMPORTANCE OF EMBEDDEDNESS TO FIRM FOUNDERS IN RESOURCE-POOR SITUATIONS

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Firm founding is a process characterized by a series of organizing activities, performed prior to actual emergence. This period is referred to as the gestation period. Our study investigated how one dimension of embeddedness – relational embeddedness affects the execution of these gestation activities and how this, in turn, affects progress to firm emergence. We report results from a broad survey of nascent entrepreneurs that supply chain relational embeddedness is associated with legitimating, operational, and marketing-related gestation activities. We also report that the execution of these activities mediates the relationship between supply chain relational embeddedness and progress to firm emergence. Our study contributes to recent research efforts targeted at a more comprehensive understanding of the important implications of embeddedness for entrepreneurial success

ADVERTISING TO CHILDREN IN NIGERIA: IMPROVING THE STATUS QUO FOR ENHANCED ETHICAL MARKETING PRACTICES

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This paper examines the ethical issues in advertising to children in Nigeria. It reiterates the complexity of the nature of the relevance of advertising to the life of children both as a beneficial tool which informs, educates, and offers social benefits; and the other side which revolves around the major criticism directed at it as being unethical largely as a result of the irregularities in the way some marketers adopt it. While it is shown that Nigeria like most other countries of the world also have regulations in place on advertising to children, some examples in the industry indicates that some advertisers/marketers are not living up to these expectations, hence the recommendation for improving the status quo in the affected areas. This will ensure a society which enjoys an ethically acceptable advertising with respect to children and their upbringing and safety, and will consequently be beneficial to all the stakeholders including the international community.

CHINESE DEVELOPMENT AID AND AGRIBUSINESS ENTREPRENEURS IN AFRICA

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China and Chinese entrepreneurs view agribusiness and farming in Africa as an economic opportunity for a variety of economic and politically-motivated reasons. These include the following aspects: (1) in the early years China believed that agriculture was the way to aid their developing comrades; (2) in the current situation China believes South-South cooperation will help African food security problems; (3) at present, agricultural endeavors provide opportunities and profits for SOEs at central, provincial, and city government levels; (4) at present many private-sector entrepreneurs and company owners are in Africa to seek profits in local markets, by exporting commodities to China (sometimes with value-added in Africa), or by importing Chinese goods to Africa; and (5) some families and individuals have started farms and businesses to better themselves, since they perceive conditions to be more favorable in Africa than in China. For some in all these categories, doing agricultural activities in Africa has helped increase their wealth and has provided good opportunities

FOREIGN DIRECT INVESTMENT AND ECONOMIC GROWTH IN NIGERIA

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Most economic rationale for granting special incentives for attracting FDI is based on the belief that FDI bridges the ‘idea gaps’ between rich and the poor nations in addition to the generation of technological transfers and spillovers. Empirical literature however finds controversial, the effects of FDI on productivity growth. This paper contributes to the existing studies by applying the rho’s rank correlation and causality test in exploring the possible links between FDI and economic growth in Nigeria. We determined the contributory factors to FDI and empirically tested the endogeneity theory of FDI. The study concluded that the link between FDI and economic growth in Nigeria is very weak. However, FDI is found to be related to export growth while human capacity building is found to be related to FDI flow. The endogeneity theory of FDI is found unrealistic in Nigeria. The study therefore recommends infrastructural development, human capacity building and strategic policies towards attracting FDI flow.

GOVERNMENT EXPENDITURE AND INCOME INEQUALITY IN TANZANIA: A POLICY DIMENSION

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In the wake of reducing poverty and income inequality, among others, the government supports the rural poor both in agricultural and non-agricultural activities. Such support, results in different consequences. This study has revealed that, support to the non-agricultural sector shows an income inequality decreasing effect, thus implying further poverty reduction, while support to the agricultural sector results into an income inequality increasing effect (further increase in poverty). Thus, in order to alleviate and eventually eradicate poverty, the government policy should be geared to support the economic activity, which has the characteristics of income inequality decreasing; in this case based on this rural setting study, non-agricultural activities.

EXPLORING THE ABILENE PARADOX IN UGANDA: PRETENDED AGREEMENT IN DECISION MAKING

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In this paper, the author explores the phenomena of pretended agreement or failure to manage agreement in decision making in Uganda. The paper draws from scholarly works based on Harvey (1988) in what he popularized as Abilene Paradox. A case involving academic staff at Makerere University Business School is given. Basing on the literature and an unstructured inquiry, sources and symptoms are discussed, and ways to minimize this management dilemma highlighted. The author recommends a study to document practices in Uganda to provide suggestions to save organizations this costly behavior.

DIVIDED LABOR AND DIVIDED IN-FIRM MARKETS IN THE NIGERIAN PETROLEUM SECTOR

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This article examines ways in which Shell management have sought to flexibly segment their Nigerian workforce and the consequences of such restructuring for workers and jobs. The main thrust of this article is to describe and analyze the important

characteristics of labor market flexibility in Shell Nigeria. It also highlights the dilemmas this strategy poses for its indigenous workers and employment relations; and critically assesses the kind of flexibility policy the management of Shell is pursuing in order to secure the future of the company. Primary and secondary sources were used for this work. Qualitative analysis of available evidence suggests that managers are compartmentalizing workers in the internal labor market into core - periphery segments

BUILDING SUSTAINABLE BUSINESS DEVELOPMENT SERVICES: EMPIRICAL EVIDENCE FROM KENYA

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This is a PhD thesis that is ongoing. In this paper the authors investigate how sustainability of BDS can be explained; why some BDS providers succeed while others don't; what the successful BDS providers do differently from those who are not as successful. Grounded Theory is used and justification for its use is given. Data collection and analysis is still going on. Preliminary findings from the data so far collected and analyzed show that what makes sustainable BDS seems to vary from one individual provider or organization to another depending on the motivates for venturing into the business, the personal attributes of the provider, the business approach that the provider takes and on the prevailing external factors. Furthermore it depends on how sustainability has been defined

INDIGENOUS RESOURCE AND INSTITUTIONAL CAPITAL: UNDERSTANDING ITS ROLE IN PRIVATE SECTOR SUSTAINABLE DEVELOPMENT

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Drawing on twelve illustrative case studies of companies operating in three divergent sectors in developing countries of Africa, this manuscript discusses the role of indigenous resource and institutional capital (IRIC) in private sector sustainable development. Three important features of IRIC are presented. First, a typology of IRIC is introduced denoting the different forms of capital available to the firm. Second, the study finds that successfully leveraging IRIC is highly contingent on a process of relationship building, theorization and institutionalization. Finally, outcomes related to IRIC translate into simultaneous value creation for the firm and its surrounding context.

ENTREPRENEURIAL CHARACTERISTICS AMONG SMALL BUSINESS OWNERS AND NON-BUSINESS OWNERS IN THE DAKAR AREA

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This paper discusses the presence of entrepreneurial traits among different types of business owners and among the general population, in order to ascertain whether selected personal characteristics, defined as 'entrepreneurial traits', are actually attributes of business owners and whether these characteristics are typical of them. It presents some results of a research carried out in the Dakar city area of Senegal. Some entrepreneurial characteristics were selected and the intensity of their presence measured. From the results it appears that the entrepreneurial traits are present among business owners (although not all of the selected traits are strongly present) and that there is a clear difference between business owners and non-business owners in the intensity of the presence of these traits.

AN OVERVIEW OF FACTORS AFFECTING MACRO BUSINESS ENVIRONMENT IN EAST AFRICA

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Business environment affects the decisions, strategies, processes and performance of the business. There are two types of business environment: micro business environment consisting of different types of stakeholders such as customers, employees and suppliers and macro business environment consisting of all exogenous factors that influence decision making on resource use and performance of any business. The main objective of this paper was to determine the level of business environment across five countries of Burundi, Kenya, Rwanda, Tanzania and Uganda, using the World Bank's Enterprise Survey Database. The macro business environment indicators were grouped into infrastructure, finance, labor, corruption and regulation, law and order, innovation/technology, trade, and firm productivity. Summary statistics and analysis of variance were used to evaluate the level of macro business environment across the five Eastern Africa countries. The results indicate that infrastructures especially availability of electricity was more important in Burundi, Rwanda, Tanzania and Uganda than in Kenya. Complaints about corruption and tax procedures were higher in Kenya than in Tanzania and Uganda. Other indicators related to availability of

financial capital and law and order were important and similar across the five countries. It is therefore important for the five countries to join forces in developing joint public policies conducive to businesses. Improved macro business environment will reduce business costs and attract external capital.

WHAT IMPACT DO ECONOMIC ISSUES HAVE ON THE SURVIVAL OF SMES ENTREPRENEURS?

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The inception of the democratic government resulted in the fast boom of small, medium and micro enterprises (SMMEs) owing to black economic empowerment (BEE). This government initiative will not be successful if these small businesses are not given support to deal with challenges they face when running their businesses. The study focuses on the economic issues impacting on SMMEs. The study consists of 50 SMEs in various sectors. Using structured questionnaires, the data were collected by personally visiting the SMEs entrepreneurs. The findings indicate that the economic issues do impact on the future viability of their businesses when looking at the current economic downturn.

CONTENTS OF HEAVY METALS OF TWO EDIBLE FISH PSEUDOTOLITHUS SENEGALENSIS AND ARIUS HEUDELITI FROM THREE DIFFERENT GEOGRAPHICAL LOCATIONS OF LAGOS STATE

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The concentration of selected heavy metals Cadmium (Cd), Chromium (Cr), Lead (Pb), and Zinc (Zn) were determined in two different species of fish, Pseudotolithus senegalensis (Croakers) and Arius heudeloti (Marine Cat-Fish) in three different geographical locations, Ikorodu, Epe and Badagry, areas of Lagos State. The dry-ashing digestion method was used for the digestion, while the concentration of each metal was determined by Atomic Absorption Spectrophotometer. The result indicated that Zn showed the highest mean levels (ppm) of 25.01, 25.85, 26.78 and 26.96 at .05 level of significance relative to Pb, Cd, and Cr respectively. The concentrations of Zn and Pb notwithstanding still falls below the PTWI (permissible tolerable weekly intake) recommended by FAO (WHO, 1984), thus, does not constitute any hazard to man. Additionally, the concentration of the metals

analysed are low compared with international monitoring Agencies data. Badagry has the highest concentration of these metals.

THE EFFECT OF HEALTHCARE SUPPLY CHAIN LOGISTICS EXPENDITURES ON ECONOMIC GROWTH

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The paper contributes to the literature by investigating possible dynamic relations between healthcare supply chain logistics expenditure and economic growth, measured by gross domestic product, in Uganda. By employing univariate and multivariate time series approach, the empirical results confirm the presence of a positive relationship between healthcare supply chain logistics expenditures and economic growth. After detecting unit roots in the data, cointegration test confirmed the presence of a long-run relationship between the two variables. In addition, the results for Granger Causality test suggested the existence of a unidirectional effect indicating that economic growth significantly influences healthcare supply chain logistics investment but healthcare supply chain logistics investment do not influence economic growth in Uganda over the studied period.

CHARACTERIZING AFRICAN IMMIGRANT ENTREPRENEURSHIP IN FINLAND

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This paper focuses on characterizing African immigrant entrepreneurship in Finland and key factors contributing to their business success/failure. Using both quantitative and qualitative research methods, 57 entrepreneurs were surveyed. The results indicate that experience and length of time stayed in Finland have a significant relationship with the survival and success of the business. Surprisingly, the level of education did not have as high a level of impact as expected. Respondents who had university education were not more successful than those who had high

school or vocational school diploma. Most respondents mentioned that skills learned to run their businesses was mainly self-taught. Age, gender, and work experience did not have a significant relationship to the survival and success of the enterprises/businesses. Marital status to some extent had impact on business. Access to capital, to marketing and knowledge of the Finnish language were determinants of business success and of business survival. Respondents who had their start-up capital from their own personal savings or family investments also showed a significantly higher level of success than those who had their source of capital from elsewhere. Access to information on government support and finding right employees were not considered as part of the survival process. Legal issues were seen as causing negative impacts to certain extent as most of respondents felt there is a lot of bureaucracy to follow and complicated taxation Law

GOVERNMENT SUPPORT FOR SMALL, MICRO AND MEDIUM ENTERPRISES (SMME'S) AS A VENTURE FOR BUSINESS AND ECONOMIC DEVELOPMENT IN SOUTH AFRICA

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According to the South African Reserve Bank (2007), South Africa's small enterprises operate in global, regional and local economic environments which may not always be supportive to their growth prospects. With the end of apartheid, SA has become firmly part of the global economy, and trends in the world economy play an increasingly important role in the growth prospects of businesses across the size spectrum. SMMEs are relatively less able to deal with 'shocks' in the global economy and are therefore particularly vulnerable. Moreover, small business is often a minor link in global value chains, sometimes supplying narrowly specified goods and services to other suppliers that are themselves very low down on the global supplier value chain. In order to obtain maximum functionality of this sector, government support has never become crucial. The aim of this paper is to look into the various measures that the South African government has thus far undertaken to support this sector.

MIGRANT, TRAFFICKED AND BONDED WORKERS: RIGHTS ABUSE OR HUMAN RESOURCE MIS-MANAGEMENT?

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The present-day abuses of migrant labour, human trafficking and bonded labour worldwide deserve long-overdue investigation by business academics into their causes and dynamics. Utilising data from NGOs and IGOs, the news media and the limited academic sources in other disciplines, this paper indicates the extent of the phenomenon. The author argues that given its inroads into the global supply chains, exploited labour cannot be ignored by corporations and by governments, much less by consumers and citizens. By their research silence business academics may be culpable in perpetuating this socio-economic injustice in many developing economies, not least in Africa.

THE CHANGING NATURE OF CONTEMPORARY MARKETING PRACTICES (CMP) IN GHANA: A TEST OF THE MILES AND SNOW STRATEGIC TYPOLOGY

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Drawing from recent literature on environmental management, the authors test the Miles and Snow Strategic Typology in Ghana, West Africa in order to understand the domain of managerial marketing practices in an African context. The results suggest that most managers in the sample identify their organizations as following the classification posited by the three types of organizational strategies: prospector, analyzer, and defender. It appears that firms emphasize transactional marketing and database marketing under all three types of organizational strategies (prospector, analyzer, and defender) but that defender firms make least use of network marketing. These findings confirm that the nature of contemporary marketing practice in Ghana is similar to that reported in other economies as well as the usefulness of the Miles and Snow Strategic Typology as a tool for understanding contemporary marketing strategy in an African context.

UTILIZING INFORMATION IN NON-TRADITIONAL EXPORT FIRM MANAGEMENT IN GHANA

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Information is useful for enhancing the success of export firms operating on the advantaged and dis-advantaged end of the global digital divide; in developed and developing economy contexts. As part of a larger e-readiness survey of Ghana's non-traditional export sector, this study aims at identifying the nature of information which players in Ghana's export sector need to enhance export-competitiveness. The study focuses on players in a horticultural export cluster comprising non-traditional export firms, export logistics providers, financial institutions, export associations, government/regulatory agencies and export-related NGOs. Data was collected from 56 players related to the Ghanaian non-traditional export sector. Responses were first analysed across categories and then by categories of respondents' organisations for comparisons. The findings show that the type of information respondents found most essential are those related to market and production. NTE firms regularly receive information on payment, demand trend and orders.

FACTORS THAT INFLUENCE YOUTH IN NAIROBI IN THEIR EVALUATION OF CONTROVERSIAL ADVERTISEMENTS

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It has been observed that the global trend in marketing is the use of shock advertising in which marketers use nudity, images relating to the instincts and physiological processes or other startling images to get consumers attention. There is an increase in the number of advertisements being broadcast, printed or exposed to the public of products considered by some consumers to be controversial, or socially sensitive, and the portrayal of controversial images in advertisements. This paper examines the factors that are inherent in advertisements that the youth in Nairobi use to judge controversial advertisements. Further it seeks to identify the other factors that make an advertisement offensive or controversial. The findings demonstrate that the youth have different definitions of controversial advertisements and these definitions are influenced by their context.

"AFRICA OPEN FOR BUSINESS:" AFRICA AND AMERICAN STUDENTS REFLECT ON BUSINESS AND INVESTMENT IN AFRICA

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The film “Africa Open for Business” portrays ten cases of successful African business men and women in various sectors across the continent in agriculture, banking, construction, manufacturing, media, mining, retail sales, telecommunications, and transportation. Countries include Botswana, Democratic Republic of Congo, Ghana, Kenya, Lesotho, Nigeria, Senegal, Somalia, and Uganda. All cases show successful African business entrepreneurs and distinguish the characteristics of their success. Focus groups were conducted with African, African American, and white American university students. Students were queried before and after viewing the documentary about whether or not they would carry out business with Africa partners. The findings demonstrate that the more people know about Africa, the greater is their reading of higher attributes and possibilities for business on the continent. These successful case studies are positively evaluated based on student knowledge of Africa. The paper explores results obtained from focus groups on university students’ views and evaluations of the cases.