

**Leadership and Management Studies in
Sub-Sahara Africa**

2006 Conference

Romie F. Littrell
Auckland University of
Technology
New Zealand
Chair

Peter Baguma
Makerere University
Kampala, Uganda

Temi Abimbola
University of Central England
Birmingham, United
Kingdom
Email:
Temi.Abimbola@uce.ac.uk

Margaret Matanda
Monash University
Victoria, Australia
Email:
Margaret.Matanda@BusEco.monash.edu.au

Armel Brice Adanhounme
HEC Montréal, Québec,
Canada
Email:
armelbrice@hotmail.com
armel-brice.2.adanhounme@hec.ca

Ashok Som
ESSEC Business School, Paris
Cergy-Pontoise Cedex,
France
Email: [Mail: SOM@essec.fr](mailto:SOM@essec.fr)

Augustine Ahiauzu
Rivers State University of
Science & Technology
Port Harcourt, NIGERIA.
E-mail:
cimrat@phca.linkserve.com

Osarumwense Iguisi
Euro-African Management
Research Centre (Maastricht;
Brussels; Paris)
Brussels, Belgium
E-mail: e-amac@cuci.nl

Prem Ramburuth
University of New South
Wales
Sydney, New South Wales,
Australia
Email:
p.ramburuth@unsw.edu.au

Shawn Daly
Tiffin University
Tiffin, Ohio, USA
Email: SDaly@tiffin.edu



LMSSA2006
26-28 June 2006
Stone Town, Zanzibar
Tanzania
Email: lmsssa2006@yahoo.com
Fax, New Zealand: +64-9-917-9629
Tel., New Zealand: +64-9-917-9999x5805
Post: Romie F. Littrell
LMSSSA2006
Auckland University of Technology
Auckland 1020, New Zealand

Salama, karibu! LMSSA2006 will provide an opportunity to hear and present academic work that can build and inform good management practice in Sub-Sahara Africa. Emphasis will be upon indigenous African approaches, dissemination of best practice information, discussions of the values and pitfalls of emulation of Western practice.

The conference will offer round table discussions on management education and training, focusing on some of the issues of cultural differences and indigenous African resources. Key-note speakers from industry and academia will showcase current problems, successes, and research as a stimulus to further research.

LMSSA2006 expresses appreciation to the Sheraton-Kampala Hotel, Uganda, through the GoldenLeaf Management Company and the Australian Government AusAID 2006 International Seminar Support Scheme for sponsoring participants to the conference.

CALL FOR PROPOSED PAPERS
-Closed-

Some presentations will be by invited speakers. You are invited to submit a competitive paper, a proposal for a round-table or symposium, or a poster session. The topic must relate to management and/or leadership in Sub-Sahara Africa. Registration fee: US\$ 417.00.



The Venues

Prof. Masoud Nassor of the University of Dar es Salaam has personally inspected the venues for the conference and comments “I have been to Zanzibar and I can simply say that I was impressed by the condition and the overall commitment on the part of Zanzibar Excursions and the venues, especially the Zanzibar Beach Resort. Zanzibar Beach Resort is a state-of-the-art conference facility hotel and the fees are very reasonable - they have all we can wish to have for a conference. It seems like Mohammed Ameir has done his homework well. I think we are set for venues and accommodation for June 2006, only that we need to make the reservations early.”

Featured speaker is Lovemore Mbigi.

He is author of:

- *African Management* (co-edited with P Christie and R Lessem) - 1992.
- *UBUNTU: The Spirit of African Transformation in Management* (co-authored with Jenny Maree) - 1995.
- *UBUNTU: The African Dream in Management* - 1997.
- *In Search of the African Business Renaissance* - 2000.
- Sawubona Magazine (SAA) Syndicated Columnist - monthly articles.

He was born in the Zimbabwean Highfield High Density Suburbs, grew up in the hills and Savannah plains of Manyene communal land, herding cattle and tilling land before going on to a successful academic and consulting career. Prof Mbigi is a business lecturer and consultant who specialises in strategy, transformation and leadership in Africa.

Registration fees: US\$ 417.00. Cancellation penalty of US\$ 50 applicable to refund requests to 1 April 2006. Due to required guarantees to providers in Zanzibar, no refunds will be made after 1 April. Register at the conference website:

<http://www.crossculturalcentre.homestead.com/LMSSSA.html>

Liability and Insurance:

Neither the organizers nor the Travel Agencies assume responsibility for injury, loss and/or damage involving persons or property during the conference. Participants are advised to take out their own personal insurance.

Call for Papers and Special Session Proposals
Leadership and Management Studies in Sub-Sahara Africa 2006 Conference
(LMSSA2006)
Conference hotel is the Zanzibar Beach Resort

26-28 June 2006, arrival reception Sunday, 25 June.
Stone Town, Zanzibar, Tanzania (See <http://www.zanzibar.net>)

DUE TO THE LIMITED NUMBER OF HOTEL ROOMS AVAILABLE, you are encouraged to book now. The booking agent is Zanzibar Excursions Ltd; specify LMSSA2006 in your booking request. Conference facilities and transportation will be in Stone Town; if you stay in other locations it will be necessary to arrange your own local transportation. Several hotels may be reviewed at the website. The meeting venue is at the Zanzibar Beach Resort; busses will transport those staying in Stone Town. Contact info@zanzibarexcursions.com for other hotels:

<http://www.zanzibarexcursions.com/zanzibar-hotels.htm>

Zanzibar Excursions

Old Fort

Zanzibar, Tanzania

East Africa

Tel: +255 24 2237281,

fax: +255 24 2237281,

Mobile: +255 4 747 410 414, +255 4 747 415173, and +255 741 591064

LMSSA2006 will provide an opportunity to hear and present academic work that can build and inform good management practice in Sub-Sahara Africa. Emphasis will be upon indigenous African approaches, dissemination of best practice information, and discussions of the values and pitfalls of emulating Western practice.

The conference will offer round table discussions on management education and training, focusing on some of the issues of cultural differences and indigenous African resources. Key-note speakers from industry and academia will showcase current problems, successes, and competitive papers as a stimulus to further research.

The conference will provide opportunities for developing less experienced academics in groups and networks.

Selected papers from the proceedings will be published as an edited book. Proceedings will be published via a CD with an ISSN. We encourage contributors to submit conceptual approaches and empirical findings around topics concerning African organizations. This includes leadership, management, and allied areas such as marketing, operations, organizational behaviour, and human resources. In addition to competitive papers, some presentations will be by invited speakers. You are invited to immediately submit a two page proposal for a round-table discussion, workshop, or symposium. All topics must broadly relate to management and/or leadership in Sub-Sahara Africa.

Please submit your competitive paper/session proposal electronically to **lmsssa2006@yahoo.com**. If you have any questions, please feel free to contact the regional coordinator in your area.

To facilitate post-conference publishing, paper length may be either 6000 words or 9000 words depending upon the requirements of your targeted journal; papers selected for inclusion in the edited book must not be published elsewhere than the proceedings. A presentation of approximately 20 minutes summarizing your papers will be required at the conference for papers selected for publication in the proceedings.

Special sessions, symposia, roundtables should include a time estimate.

-Your citations and references should be formatted to the standard of your targeted post-conference journal publication, or you may use APA, Journal of International Business Studies, Academy of Management Journal, Harvard, or Chicago style. Your choice, however a standard formatting must be used and specified at the top of the title and author page.

-Submissions should be formatted to USA Letter or A4 size pages, double spaced with 2.54cm top and bottom margins and 3.17cm left and right margins, with pages numbered in centre, bottom footer.

-Tables should be identified in sequence by Roman alphabetic letters, charts and figures by Arabic numerals. Tables, Charts, and Figures must be included in the body of the paper at an appropriate location. Proof-read your paper to ensure tables, charts, and figures do not break across pages.

(Continued on page 5)

Papers

- A. No changes in titles, abstracts, or paper authorship can occur *after* the submission has been revised and accepted for the proceedings, approximately 1 March 2006.
- B. Submitted papers must not have been previously presented or scheduled for presentation, published, accepted for publication, and, if under review, must not appear in print before the meeting.
- C. To facilitate the review process, the recommended maximum page length is 40 pages of text (including tables, appendices and references). Papers' references and format (except for the abstract length) should follow a particular journal's Style Guide for Authors; please identify the journal.
- D. Papers will be selected for presentation by a blind review process. Please, remove any identification under the MS Word "properties" before sending.

Symposia

There are two forms of symposia: Panels and Presenter. In **Panel Symposia** the purpose is to engage a group of panellists in an interactive discussion. There are no titles associated with any panellists' participation. In **Presenter Symposia**, titles are associated with each presentation. Note: presenter symposia **can involve co-authored papers** and co-authors will be listed in the printed program.

- A. Symposium proposals are reviewed, but not blind reviewed. Each submission must include:
 - A title page which includes (a) title of the symposium, (b) complete formal name and contact information for the chair as well as all participants and discussants, and (c) an abstract of the symposium in no more than 250 words.
 - Three (3) key words, identifying the major subject of the symposium.
 - A 3-5 page overview statement.
 - An explanation of why the symposium should be of interest.
 - A 2-5 page synopsis of each presentation.
 - A description of the session's format.
 - A statement from the symposium organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the symposium."
- B. Symposium participants should encourage audience participation.
- C. **The symposium organizer must collect an email statement** showing agreement to participate from each intended participant. These statements should be included in the submission email sent to the Division Program Chair.
- D. Reviewers will judge symposia submissions primarily on five criteria:
 - Overall quality.
 - Interest to participants.
 - Relevance to the domain of the conference.
 - Innovation and contribution.
 - Relevance to the meeting theme.
- D. Please comply with "Submission Instructions" specific to the respective Division/Interest Group you are submitting to. *Note:* Instructions vary from division to division.

The deadline for symposium submissions is January 15, 2006.

- Papers will not be reformatted for publication in the proceedings, therefore please ensure proper display on the page.
- Authors must not be identified in either the document properties information in MS Word, or anywhere in the document other than the first page of the submission. The first page must include a header with the names of the authors, a short running title of no more than 8 words, word count, and reference/citation style selected.
- Your surname followed by a running title of no more than 8 words should appear in the upper header, right justified (your name will be removed and replaced by a control number for reviewers).
- An opportunity to revise papers based upon reviewers' comments will be provided for those papers selected for presentation.
- Papers that do not meet the required specifications may be rejected if not received in sufficient time for return with corrections.

Registration by all attendees, including presenters is required: Registration fees: by 15 January 2006, Euros 325.00, after 15 January 2006, Euros 350.00. Cancellation penalty of Euros 50 applicable to refund requests to 1 April 2006. Due to required guarantees to providers in Zanzibar, no refunds will be made after 1 April.

Conference Committee:

Conference Chair: Romie F. LITTRELL
Auckland University of Technology
Auckland, New Zealand
Email: lmssa2006@yahoo.com

Conference Co-Chairs:

Australia: Prem RAMBURUTH
University of New South Wales
Sydney, New South Wales, Australia
Email: p.ramburuth@unsw.edu.au

Margaret MATANDA
Monash University, Victoria, Australia
Email: Margaret.Matanda@BusEco.monash.edu.au

Canada (and West Africa): Armel Brice ADANHOUNME
HEC Montréal, Québec, Canada
Email: armelbrice@hotmail.com
armel-brice.2.adanhounme@hec.ca

EU: Temi ABIMBOLA
University of Central England
Birmingham, United Kingdom
Email: Temi.Abimbola@uce.ac.uk

Ashok SOM
ESSEC Business School, Paris
Cergy-Pontoise Cedex, France
Email: SOM@essec.fr

Nigeria: Augustine AHIAUZU
Rivers State University of Science & Technology
Port Harcourt, NIGERIA.
E-mail: cimrat@phca.linkserve.com

West Africa: Osarumwense IGUISI
Euro-African Management Research Centre (Maastricht;
Brussels; Paris)
Brussels, Belgium
E-mail: e-amac@cuci.nl

Uganda: Peter BAGUMA
Makere University
Kampala, Uganda
Email: uparipari@yahoo.com

USA: Shawn DALY
Tiffin University
Tiffin, Ohio, USA
Email: SDaly@tiffin.edu

Zimbabwe: Zororo MURANDA
Chinhoyi University of Technology
Chinhoyi, Zimbabwe
Email: zororomuranda@yahoo.com

Travel Information: Participants Must be Aware of the Following:

In Tanzania and Zanzibar be prepared to pay in cash in Euros or US Dollars. Credit cards are not widely accepted, and non-residents are required to pay government fees in foreign currency rather than Tanzanian shillings. Carry small bills, as Dollar or Euro change may not be available. You may encounter unexpected travel taxes requiring payment in Euros or US Dollars.

Exchange of Currency: Bank, Bureau de change and most hotels exchange cash and travellers checks. US\$, EURO and GB Pounds are preferred but other convertible currencies may be accepted. Please check rates first before you do any transaction. Do not be tempted to change money in the streets however favourable the exchange rate may appear; you may end up with counterfeit currency, or in difficulty with the law.

Use of Credit Cards: Most hotels and some curio shop will accept VISA and MASTERCARD but charge up to a 10% surcharge. Always check first. ATM facilities are available but for VISA CARD only at NBC Bank and Barclays Bank.

Time Zone: GMT + 3

Currency: Tanzanian Shilling (TZS or Tsh) = 100 cents

Approximate exchange rate: US\$ 1 = 1100 Tanzanian Shillings,

Check: <http://finance.yahoo.com/currency/convert?amt=1&from=USD&to=TZS>

Official languages: Kiswahili & English

Electricity 220 - 240 V AC, 50 Hz (European standard, you may need plug adapters)

Zanzibar: Transport

All visitors entering Zanzibar are required to have a valid passport and entry visa. Entry visas are available upon your arrival for US\$50 per person for most Commonwealth countries without problem. Travellers from Nigeria, Pakistan, Jamaica, Afghanistan, and Israel should process their visa from their country of origin, where the price range is about US\$150 - \$200 per person

Travel to Zanzibar by Air

Worldwide Scheduled Flights to Zanzibar: Gulf Air, Ethiopian Airlines, KLM and Kenya Airways.

Worldwide Scheduled Flights to Dar es Salaam: (which is only a short trip by air or sea from Zanzibar): Swiss Air, Alliance Air, British Airways, Gulf Air, Emirates Airlines, Egypt Air, from Zurich, Edelweiss Air.

Gateways into Tanzania are: **Dar es Salaam International Airport** (DAR), used as transit to Zanzibar & Southern Tanzania Safari Circuit, **Kilimanjaro International Airport** (JRO) used for Arusha & Northern Tanzania Safari Circuit, **Zanzibar International Airport** (ZNZ)

There is no direct air service from the USA to Tanzania. Direct service from Europe is via Kenya Airways via Nairobi.

Several major International airlines fly to **Dar-es-Salaam International Airport**

Air charter companies are also available and include:

- Zan Air Ltd
- Skyland Safaris & travel
- The Old town & tours and travels
- Air Zanzibar
- Coastal Travels Ltd
- Precision Air
- Twin Wings Air Ltd

From the Rest of Africa

Air Tanzania, Kenya Airways and Ethiopian Airlines have regular flights to Zanzibar. Dar es Salaam is also served by them, as well as Air Zimbabwe, Egypt Air, Air India, Air Malawi, South African Airways, Royal Swazi Airlines and others.

Domestic Flights

Coastal Aviation, Tropical Air, ZanAir and Precision Air offer a wide range of scheduled flights between Zanzibar and Tanzania's main cities and National Parks

An airport tax of US\$25 is charged on departure. Keep small denomination notes ready, as dollar change may not be readily available. Airport departure tax for domestic flights is 5,000 TSh.

Departure Tax: Harbour tax US\$5 per person, flight tax US\$25 per person for International, and Tsh 5000 per person Domestic flight . Note: the tax can only be paid in cash.

Aviation Fee: Applicable at departure at a rate of US\$8 per person

Travel to Zanzibar by Sea

Several sea ferry companies ply the waters between Zanzibar and Dar es Salaam four times a day.

Departure time: ZNZ/DAR or DAR/ZNZ (0700hrs, 10:00hrs, 1300hrs, and 1600hrs)

Arrival time: ZNZ/DAR or DAR/ZNZ (09h30, 12h30, 15h30 and 18h30)

Ferries operate regularly between Zanzibar and many East African ports, these range from sailing dhows to tourist class twin-hull fast boats. The fastest boat operated by Mega Speed takes 75 minutes on a calm day. Ferry tickets can be bought on the spot or in advance from the row of booking offices next to the port in Dar-es-Salaam. **Non-residents must pay in US dollars** rather than Tanzanian Shillings. Timetables and prices are displayed on boards outside each office. These liners all have daily services between Zanzibar and Dar-es-Salaam. More information can be obtained at the seaport where all the liners have offices.

- Mega Speed Liners
- Sea Express Services
- Azam Marine
- Sea Star Services ltd

There is a tax of US\$5 for every non-resident ticket holder travelling through the seaports.

Customs

When coming to Zanzibar, 200 cigarettes or 50 cigars, 1 litre of wine or spirits, 250ml of perfume are considered as personal effects and are not taxed.

Driving around

You will need a valid international driving license to avoid being fined. You can also pay for road permit Tsh 5000 daily at the Malindi traffic police headquarters. Before you drive out make sure that your vehicle has a valid road permit and insurance. All rentals require your passport or a cash deposit until the vehicle is returned. Rates are negotiable and most of the tour and travel companies hire out vehicles. Cars with driver are also available. There are fuel stations on all major roads and in rural areas of Zanzibar.

NOTE: In Zanzibar traffic moves as in Britain.

Tour companies and freelance 'tour guides' offer group transport to and from the coast and arrange trips to other areas of interest on Unguja and Pemba. Prices, reliability and condition of their vehicles vary so if you're concerned, use a reputable tour company.

Buses / dala dalas

One can also move around the island using dala-dalas (trucks converted into passenger vehicles) and local buses, which run all over the island, with fares starting from just a few shillings. Most buses can be found on Creek Road.

Dala dalas can be caught at the market or near Mnazi Mmoja Hospital. These can take you to the airport and to other areas of urban Zanzibar. Once you know your destination you look for the dala dala that displays the alphabet of the area you are heading for. They are cheaper than taxis but less comfortable, you seldom see tourists on them.

Taxis can be hired near the Kilosa building (near the old post office), the airport, seaport and near Majestic Cinema.

Zanzibar, and especially Unguja, is an ideal place to explore by mountain bike due to its flat terrain. Reasonable quality mountain bikes can be hired from several of the tour companies in Stone Town.

GENERAL INFORMATION

Zanzibar consists of two large islands, plus several smaller ones, about 40km (25 miles) off the coast of east Africa, in the Indian Ocean, about 6° south of the equator. The two large islands are Unguja (usually called Zanzibar Island) and Pemba. Zanzibar Island is about 85km long and 32km wide, with an area of just under 1500km (about 640 square miles). Pemba Island is about 75km long and 20km wide, with an area around 850km square (about 380 square miles)

The islands of Zanzibar are generally flat and low-lying. The western and central parts of Zanzibar Island have some low hills, where the highest point is about 120m (390ft) above the sea level. Pemba Island has a central ridge, cut by several small valleys, and appears hillier than Zanzibar Island, although the highest point on Pemba is only 95m (310ft) above sea-level.

The islands were originally forested, but human habitation has resulted in widespread clearing, although a few isolated pockets of indigenous forest remain. The main crops grown in Zanzibar are coconuts, cloves, bananas, citrus fruits and other. Maize, cassava and other vegetables and cereals are grown for local consumption. Tourism has been ear-marked as the primary foreign exchange earner, with more visitors coming to Zanzibar each year. At this stage, the numbers are still low (less than 100,000 annually) and the potential for tourism is relatively untapped. The government is dedicated to sensitivity to tourism that benefits both visitors and the community, without losing the romance and magic that is Zanzibar

Most visitors and locals get around the town on foot and in Stone Town this is best way, but there are other means of transport available.

People & Culture

Zanzibar's local people are a mixture of ethnic backgrounds, indicative of her colourful history. Population is estimated at 1,000,000 with the largest concentration being Zanzibar City which has approximately 250,000 inhabitants.

Arab and Persian influence is strong in Zanzibar. The interaction of Arabs and Bantu Africans has resulted in the Swahili language, known locally as Kiswahili, spoken in Zanzibar and extensively in East and Central Africa. Those in the know say that the purest Swahili dialect is spoken in Zanzibar. Swahili is the Lingua Franca of Tanzania although English is widely understood in urban centres.

Food

Be sure to experience the traditional food on Zanzibar. This is quite good and is based on seafood and rice dishes. The most popular alcoholic drink is a decent brew known as Safari Lager. Tanzania music and dance is popular throughout Eastern Africa, attesting to its quality. The lyrics are usually in Swahili, so this may even help improve your Swahili.

Climate

Zanzibar and the coastal areas are hot and humid and average daily temperatures hover in the 30°C range (86°F). October to March is the hottest period. Sea breezes however temper the regions' climate and June to September is coolest with temperatures falling to 25°C (77°F).

Touring Tanzania

The climate is temperate in the northern national parks. The central plateau has an arid climate with hot days and cool nights. The highlands in the south and northeast are cool and temperate. For the country as a whole the hottest months are October to February. The long rains fall between March and May and the shorter wet season falls in November. In the Kilimanjaro area, temperatures vary from 15°C in May-August period to 22°C over December - March. As you head to the peaks of Kilimanjaro, temperatures can drop to below freezing, especially at night.

Medical Care: Before you leave for an international destination you should consult your physician. Visitors entering Tanzania from yellow fever infected areas require a yellow fever international certificate of vaccination. Exemptions are made for visitors arriving from non-endemic areas such as Europe, North America, Australia and New Zealand. The north-western Tanzania forest region is considered a high-risk area for yellow fever. Malaria is common in Tanzania.

Visitors are strongly advised to take anti-malaria medication commencing two weeks before travel and continuing per your doctor's instructions. It is recommended to take vaccinations against, cholera, hepatitis A, polio and typhoid. HIV-AIDS is prevalent in the country. Some fresh water lakes and rivers carry the risk of Bilharzia and you are advised not to swim in such areas. Though proof of vaccination is not required, cholera is a risk throughout the country and precautions are necessary.

Modern hospitals are available in Dar es Salaam. There are hospitals on Zanzibar that can treat minor ailments. For any major medical problems, including dental work, travellers should consider obtaining medical treatment in Nairobi, Kenya, or in South Africa.

Travellers' medical insurance is strongly recommended with a medical evacuation option, particularly if you plan tourism activities to more remote areas in conjunction with the conference.