

## Editor's Introduction

From June 26-30, 2005, the Eastern Academy of Management held its 11<sup>th</sup> International Conference on Managing in a Global Economy, in Cape Town, South Africa. The conference theme was “Business and Societal Transformation: Challenges and Opportunities for Economies on the Move.” The host institution was the Graduate School of Business, University of Cape Town. Many people considered this to be a “high risk” conference: a long, expensive airplane flight to a land of uncertainty, in the same summer as the Academy of Management was meeting in Hawaii. Our worst case scenario budget called for 90 participants, best case, 150. Many people were wrong. Quite wrong. Over 220 registrants and guests from more than 30 countries attended the conference. They participated in stimulating paper sessions, symposia and roundtable discussions, heard leaders from business and government speak, made field trips to local businesses (selling their wares around the world), and went on a sobering excursion to Robben Island, where Nelson Mandela served most of his 27 years of incarceration. At the gala closing banquet conferees danced well into the night, and heard impassioned remarks about the country’s future from Franklin Sonn, the former South African Ambassador to the United States. In the end, all attendees were glad they took the risk to go to Cape Town. It was a rewarding 4 days in every respect.

There were 144 submissions to the conference, which allowed for rigorous review; being selected for the program was itself an indication of high quality work. Several months after the conference we invited authors of papers which had received especially good reviews to submit their papers to this special issue of *Organization and Management Journal*, advising them, however, that their Cape Town paper would have to go through another round of reviews before publication was assured. Twelve papers were thus submitted. For that second round of reviews, the referees seemed especially demanding, perhaps indicative of the difference between a conference paper review and a journal publication review. The authors of the three papers you see here responded exceptionally well to the reviewers’ concerns as well as ours as co-editors.

The three papers represent well the different types of papers presented in Cape Town, and desired in any EAMI Conference on Managing in a Global Economy.

The first paper, by Sylvia Black and Marta Geletkanycz, sets the stage. “The New Breed of Black South African Managers: Helping South African Businesses Meet the Challenge of a Transforming Economy” addresses the conference theme directly. It provides a good overview of events in South Africa, and the particular challenge of insuring that South African businesses are managed by persons truly reflective of the unique African culture and values (e.g., ubuntu), in co-existence with any necessary Anglo customs. In the ten years since the fall of apartheid there is progress, but it is slow.

Moses Acquaaah’s paper moves the scene to another important African country: Ghana. His “The Impact of Managerial Networking Relationships on Organizational Performance in Sub-Saharan

Africa: Evidence form Ghana” is an impressive field survey of 115 firms backed up by objective performance data on a sub-sample. Well framed in theory, it also provides a good background in Ghanaian society. Not surprisingly, results indicate that managerial networking relationships matter. More importantly, some don't, and some even make matters worse, like those with political leaders!

The third paper, by Sucheta Nadkarni, David Perez and Benjamin Morganstein, has nothing to do with South Africa or even Africa. But it has everything to do with “Managing in a Global Economy,” the over-arching theme of all the EAMI conferences. “Mindsets and Internationalization Success: An Exploratory Study of the British Retail Grocery Industry” uses causal mapping in a combined qualitative/quantitative case study of two different companies. Their CEOs ventured forth into the global economy with different mindsets, and ended up with very different results. Read on.

We would like to thank all of the reviewers for this special *OMJ* issue. They did a wonderful job: Jose Alves\*, Mattson Atsunyo, Michael Braun, Jann-Marie Culhane, Kathleen Dechant, Paul Donnelly, David Dudek\*, Tiffany Galvin, Carlos Gonzales, C. Gopinath, Ellen Greenberg, Easwar Iyer, Rajiv Kashyap, Scott Latham, Raza Mir, Arturo Osorio \*, David Palmer, Linda Peters, Sudhir Saha, Sarah Stookey, and Heidi Vernon. Those with asterisks did double duty when we needed last-minute help. All lead authors of the 3 papers here commented specifically on how their manuscripts were significantly improved by the reviewer feedback. Even authors of the rejected papers volunteered that the reviews were helpful. Thank you reviewers and thank you authors for submitting your work to this special issue of *OMJ*. Keep it coming.

The next EAMI on Managing in a Global Economy will be held in Amsterdam, The Netherlands, from June 24-28, 2007. For information and to prepare a submission, go to <http://www.eaom.org>. We hope to see you there.

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Co-Editors, EAM-I Special Issue