
The rationale of this project stems from the increasing importance of the implications of China’s overseas policies and actions of its major organizations and how this is played out at management, organizational and community level in sub-Saharan African. It stems from a complete lack of serious and critical scholarship at this level, among a sea of literature at the macro-levels of international relations and politics, and economics aimed primarily at global business and foreign investment.

While this macro-level literature informs our work, there is a serious need to point the way in theory building and empirical research that can start to address a critical analysis of the role of Chinese organizations and how they operate in Africa. There is also a need to examine the implications on management practice, policy and business leadership. The scholarship in this book is mainly informed by critical cross-cultural management studies, yet there is a need to focus on the way an increasing dominance in the world of South-South interaction could be changing management knowledge and the future of key management disciplines.
Chinese presence in Africa is changing things. Trade between China and Africa is increasing year on year, as are the debates in the West on the nature and implications of China’s presence. Yet little research and collective knowledge exists at organizational and community levels. In the Press, this presence is overwhelmingly reported negatively. Mostly, African governments welcome this presence. But what happens at management level? How are Chinese organizations run? Do they simply compete with Western firms on costs? Do they compete with African firms on the basis of expertise? What are they bringing to communities? What is their impact on the local job market? How do they manage staff? How are they working with local firms?

There are many more questions that, apart from anecdotes and dubious journalism, have not been answered in a systematic way. This book seeks to provide both theoretical frameworks for understanding Chinese organization and management in Africa, as well as rigorous empirical research that highlights emerging themes and provides insights into individual African countries. It provides case studies to inform policy, practice and future research. It points to implications and possible impacts on management knowledge, educational and training provision and policy formulation concerning Africa’s future development. Importantly it seeks to inform future scholarship on China in the world generally, on Africa’s future development, and on international and cross-cultural management scholarship that informs much of the work in this book. As such the book should appeal mainly to international management scholars and advanced students, African and China specialists, as well as those scholars and policy makers concerned with Africa’s development.

Why is this so important?

Are you doing research in this area?

Can you contribute to this important work?

What should be included in your chapter?

(continued)
Chinese Organizations in Sub-Saharan Africa:
New Dynamics, New Synergies

Chapters commissioned from the symposium

Foreword: Shuming Zhao, Dean, Nanjing University Business School.


Part I Introduction:
1. Why is China in Africa Important to Management scholars? (Lynette Louw),
2. What do we know, and what do we need to do? Current research on Chinese organizations in Africa (Terence Jackson),
3. Chinese-African negotiation (Tony Fang);

Part II Emerging Themes:
4. HRM in Chinese organizations: the case of South Africa (Theus Louw, Linda Mabusa and Steven Paterson),
5. Synergies between African and Chinese culture and values: effective communication in Chinese organisations in Southern Africa (Fungai Chigwendere),

Part III Countries:
7. Chinese organizations and management in Nigeria: what do we know? (Modupeola (Ola) Buraimo),
8. Chinese organizations in Cameroon: empirical evidence (Olivier Nana Nzepa, University of Yaoundé, Cameroon and Dr D.
9. Chinese organizations and management in Zimbabwe: an interrogation of the Press (Stan Zindiye),

Part IV Implications:
11. Building Chinese-African partnerships (Tony Fang),
12. Where do we go from here: Practice, policy and future research (Jackson, Louw, Boojihawon and Fang)

We are still commissioning chapters from interested scholars

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What will be in each chapter?

Many of our chapter are based on empirical studies of one or more Chinese organizations in sub-Saharan Africa. Some are conceptual and point the way to extending or reconceptualising our knowledge in critical ways.

Overleaf we provide a general guide to what each chapter should provide.
What should your chapter provide?

Although difficult to give a detailed description, each chapter should provide answers to some of our more fundamental questions, as follows:

**Introduction:** What are the issues you are addressing? Why are they important? How will you be doing this? What are you contributing to knowledge? Why is this important to policy and practice?

**Critical theoretical foundations:** What are the main theories you are exploring and why? Why are these important? What does this body of knowledge tell us, what questions does it answer, and what does it prompt us to ask or postulate?

**Empirical investigations (first or second hand):** What does this tell us? What questions does it answer?

**Conclusions:** What does this all tell us? Why is it important? So what?

**Deadline for submission of chapter:** 1 December 2016

More specifically empirical chapters should be answering some of the following:

**What is the strategy of Chinese organizations: what are they doing here and what are they trying to achieve?**

**What is their organizational structure: how are they organized, how do things work?**

**How are they staffed, and what is their internal climate and working conditions, training, level of skills, recruitment and career opportunities?**

**How do they interact with local stakeholders, communities, companies, governmental bodies, trades unions?**

**Do Chinese managers bring their own management styles, take account of African cultures, look for synergies, learn from Africa?**

**What are their contributions to Africa’s development, to China’s development?**

To sum up, each chapter should be aligned to the aims of the book, to:

1. Develop critical theory that can interrogate the nature of Chinese organizations in sub-Saharan African countries, and their interactions with partners, staffs and communities, and which can take scholarship in this area forward.

2. Examine empirical evidence, as a result of structured and coordinated research in different sub-Saharan countries including case studies of organizations, extracting emerging themes.

3. Discuss the implications of this research to practice, policy and future research.

Conceptually you should be able to provide:

An explanation of why your chapter is important.

An account of what it contributes to knowledge in this area.

An explanation of why this is important to African, Chinese and Western policy, practice and business leadership.

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What are the main theories you are exploring and why? Why are these important? What does this body of knowledge tell us, what questions does it answer, and what does it prompt us to ask or postulate?