

Index

- Access Bank environmental protection
 campaign, 149
 accounting, 270
 adaptability, private sector leadership
 and, 186
 Adegbite, E., 76, 78, 79, 80, 81, 86–7
 Adler, N.J., 196
 AfDB. *See* African Development Bank
 Africa. *See also specific topics*
 potential of, xiii
 rise of, recent, 21–2
 weaker trade position of, 168
 African Development Bank (AfDB), 127–8
 African Humanism, 264–6
 African Leadership Institute, 195–6
 African Peer Review Mechanism (APRM), 83
 African Socialism, 264–6
 Africanness, 268
 Africapitalism. *See specific topics*
 Africapitalism, four cardinal values of, 147–9,
 154–5, 158, 168, 174, 199, 200–1, 272. *See*
also parity; peace and harmony; place
 and belonging; progress and prosperity
 Africapitalism index, 92
 Africapitalism Institute, 19, 46. *See also*
 Edinburgh Project
 Afri-consciousness, globalisation and, 36
 agency theory, corporate governance
 and, 74–5
 Agenda 2063: The Africa We Want, 268–70
 agricultural knowledge, Good African Coffee
 and, 248–9
 Ahunwan, B., 78
 Al-Bassam, W.M., 78
 Amaeshi, K., 101, 262
 Africapitalism, four cardinal values of,
 147–9, 154–5, 158, 168, 174, 199,
 200–1, 272
 capitalism and, 101, 275
 context and, 198
 corporate branding and, 140
 economic patriotism and, 152–3, 176
 FDI and, 76
 MNEs and, 6
 peace and harmony and, 175, 207
 private sector and, 197
 progress and prosperity and, 174, 204
 psycho-social human well-being and,
 107, 119
 shareholder activism and, 79
 social wealth and, 118–19
 Ubuntu and, 225
 Amao, O., 6, 79
 Amin, Idi, 241, 244
 Amine, L.S., 204
 Andela, 153–4
 Angelidis, J.P., 87–8
 Angola
 coffee and, 242
 FDI and, 220–1
 anti-capitalism, 2
 apartheid, South African, SRI and, 216–17
 APRM. *See* African Peer Review Mechanism
 Asiedu, E., 221
 aspirational ideology, Africapitalism as,
 262, 275
 Association of African Business Schools, 276
 authority
 Conscious Capitalism and, 61
 elites and, 61, 63–4
 Sustainable Capitalism and, 61
 Bacq, S., 198
 Bagire, 12
 Ban Ki-moon, 19
 banking, democratising, xiv
 Baregu, M., 224
 Barney, J.B., 141
 Bass, B.M., 179
 BBBEE. *See* Broad Based Black Economic
 Empowerment
 Benford, R.D., 45, 53

- Bergstrom, A., 142
 Beugré, C.D., 264
 Bhattacharya, C.B., 141, 143
 Big Treat Confectionaries Plc, 151
 Bill Gates Foundation, 126
 Black, B.S., 80–1
 Blood, David, 44, 48
 Blowfield, M., 34
 Blumenthal, D., 142
 Blunt, P., 22–3
 board independence, 87–8, 89
 corporate governance and, 79–80
 CSR and, 80
 peace and harmony and, 88
 BookBus, 205–6, 207
 borrowed paradigm, tyranny of, 6, 22
 Bosshard, P., 226
 Bourdieu, P., 43
 Bourveau, T., 79
 Boyacigiller, N.A., 196
 brand loyalty
 corporate branding and, 153–4, 155, 157
 economic patriotism and, 152–4
 Brautigam, D., 227
 Brickley, J., 87
 Broad Based Black Economic Empowerment (BBBEE), 199
 Brüggewirth, B., 143, 144
 Brundtland, G.H., 30
 Brundtland Report, 169
 Bundtland, 204
 Burns, J., 179
 Busia, K.A., 115, 118
 Business Action for Africa, 124–7
 business and society, business in society
 compared to, 7
 business in society, 262–3
 business and society compared to, 7
 context and, 20
 entrepreneurs and, 10–11
 leadership and, 173
 Business Partnerships for Development in Africa, 124–7
 businesses, local
 Elumelu and, 232–3
 FDI and, 232–3, 235
 Tony Elumelu Foundation and, 232

California Management Review, 47
 Cameroon, 126

 Capaul, M., 81
 capital, access to, 256
 capitalism. *See also* anti-capitalism;
 comparative capitalism; Conscious
 Capitalism; creative capitalism; global
 capitalism; Inclusive Capitalism; new
 capitalisms; nurture capitalism; parasitic
 capitalism; Sustainable Capitalism
 Africa, indigenous to, 6–7
 in Africa, 1–4, 6, 9–10, 71–2
 Amaeshi and, 101, 275
 Anglo-Saxon, 25
 China and, 25
 Continental European, 25
 creative destruction and, 30–1
 culture and, 25
 as discourse, 8
 elites critique of, 43–4, 62–3
 financial crisis, 2008 and, 24
 laissez-faire, 25–8
 legitimacy crisis and, 42–3, 62
 morality and, 24–5
 as out of kilter, 101
 regulated, 25–8
 self-interest and, 31, 50, 103
 as set of practices, 8
 states and, 25
 traditional cultures and, 2–3
 varieties of, 4–6
 ‘capitalism unleashed,’ elites and, 53–6, 63
 Carmody, P., 6
 Carney, Mark, 58
 Casey, E.S., 86–7
 CC. *See* corporate citizenship
 centralised government, 53
 CEOs
 Chairmen and, 80, 87
 Inclusive Capitalism and, 51
 Nigeria and, 80
 Chairmen, CEOs and, 80, 87
 charity, Elumelu and, 199–200
 Charles (Prince), 50
 cheap products, Chinese FDI and, 226, 235
 China, 33
 capitalism and, 25
 CSR and, 229–30
 FDI and, 14–15, 217–19, 221–33
 China Exim Bank, 224, 226
 Chitonge, H., 1
 Chua, A., 71

284 INDEX

- civil society, 187
 Clift, B., 152
 Clinton, Bill, 50, 245
 CME. *See* Coordinated Market Economies
 Coalition for Inclusive Capitalism, 50
 Coca Cola, 125
 Code of Corporate Governance for Banks in Nigeria, 82
 Code of Corporate Governance for Insurance companies, 82
 Code of Corporate Governance for Pension Operators, 82
 coffee, 242–4. *See also* Good African Coffee; Uganda Coffee Development Authority
 Angola and, 242
 Cote d'Ivoire and, 242
 Ethiopia and, 242
 fair trade and, 247–8
 Uganda and, 241, 242–4
 Coles, J., 87
 collaborative governance, development and, 11
 collective action
 elites and, 65–6
 private sector leadership and, 186–7, 188–9
 sustainable development and, 186–7
 collectivism, 9, 263–4. *See also* Ubuntu
 colonialism, 3, 6, 264–5, 268
 human capital development and, 110–12
 human capital theory and, 109–10
 management education and, 267
 commander of the order of the Niger (CON), 72
 commercial firms, social entrepreneurship and, 211
 common good, 22, 29
 communication, leadership and, 183–5
 communism, 5
 community
 common good and, 29
 human capital development, 115, 117–18, 119
 private sector leadership and, 183–5
 social entrepreneurship and, 209
 Ubuntu and, 22, 28–9, 117
 community based organisations, 202
 community development, Good African Coffee and, 15, 247, 248
 community intervention, management education and, 273
Companies with a Conscience (Rothman and Scott), 47
 comparative capitalism, 5
 compensation structures, Sustainable Capitalism and, 49–50
 competitive markets, transparency of, 47
 CON. *See* commander of the order of the Niger
 conditionalities, Chinese FDI and, 226
 confidence, Africans lacking, 35
 Connell, R., 261
 Conscious Capitalism, 44, 52, 53–62
 authority and, 61
 culture and, 48
 leadership and, 48, 60
 purpose and, 47–8, 53, 56
 ‘short to long’ and, 57–8
 solidarity and, 62
 stakeholders and, 48, 59
Conscious Capitalism: Liberating the Heroic Spirit of Business (Mackey and Sisodia), 47, 57–8
 context
 Amaeshi and Idemudia and, 198
 business in society and, 20
 corporate governance and, 73
 CSR and, 198
 human capital development and, 111–12, 117–18
 leadership and, 173, 180
 management education and, 269
 management theories and, 23, 274–5
 social entrepreneurship and, 198–9, 203–4
 Cookswell, 205, 207
 Cooper, F., 4
 Coordinated Market Economies (CME), 5–6
 core-periphery divisions, management education and, 266–7
 corporate advocacy. *See also* Access Bank environmental protection campaign
 corporate branding and, 149, 155, 157
 Nigeria and, 149
 corporate branding, 13–14, 138–59. *See also* CSR branding
 Africapitalism framework for, 154–7, 158
 Amaeshi and Idemudia and, 140
 brand loyalty and, 153–4, 155, 157
 corporate advocacy and, 149, 155, 157
 corporate co-branding and, 149–51, 155, 157

- corporate green brand identity and, 151–2, 155, 157
- Good African Coffee and, 254–5
- Nigeria and, 139
- parity and, 149–51, 157, 159
- peace and harmony and, 151–2, 157, 159
- place and belonging and, 152–4, 157, 159
- progress and prosperity and, 149, 157, 158–9
- Rugasira and, 254
- corporate citizenship (CC), 34
- corporate co-branding
 - corporate branding and, 149–51, 155, 157
 - Nigeria and, 151
- corporate governance, 13, 71–92. *See also*
 - Code of Corporate Governance for Banks in Nigeria; Code of Corporate Governance for Insurance companies; Code of Corporate Governance for Pension Operators; Pan African Consultative Forum on Corporate Governance
 - agency theory and, 74–5
 - board independence and, 79–80
 - context and, 73
 - disclosure and, 78–9
 - FDI and, 76
 - institutional investors and, 80–1
 - institutional theory and, 75–6
 - literature on, 74–7
 - Nigeria and, 81–2
 - regulatory limitations and, 83–5
 - regulatory responses and, 81–3
 - shareholder activism and, 79
 - shareholders and, 74–5, 76
 - South Africa and, 82–3
 - stakeholder theory and, 75
 - stakeholders and, 72–3
- corporate green brand identity, corporate branding and, 151–2, 155, 157. *See also* ShopRite sustainability campaign
- corporate ownership, disclosure and, 78
- Corporate Social Responsibility (CSR), 21, 34, 137–8, 200, 262–3. *See also* CSR branding in Africa, challenges of implementing, 147–8
 - benefits to businesses of, 141–2, 143
 - board independence and, 80
 - China and, 229–30
 - context and, 198
 - economic dimension of, 141
 - models of, 142–3, 144
 - Nigeria and, 138
 - shared values and, 142
 - societal dimension of, 141
 - societal well-being and, 142
 - South Africa and, 138
 - stakeholders and, 140–1
 - sustainability and, 137–8
 - voluntary nature of, 140–1
- corporations
 - development and, 27–8
 - governance role of, 27–8
- cost, human capital development and, 121–3
- Cote d'Ivoire, coffee and, 242
- Cox, K.R., 3
- Cramton, P.C., 85
- Crane, A., 140
- creative capitalism, 26
- creative destruction, capitalism and, 30–1
- Crouch, C., 27
- CSR. *See* Corporate Social Responsibility
- CSR branding, 139–49, 157–9. *See also* Microsoft 4 Afrika
- culture. *See also* traditional cultures
 - capitalism and, 25
 - Conscious Capitalism and, 48
 - management education and, 271
- Dahlsrud, A., 140
- Dangote, Aliko, 87
- debt, FDI and, 219
- Decent Work Country Programme, 195–6
- decolonisation, 266–8, 276
- Dees, J.G., 85, 272
- Department for International Development (DFID), 124–5. *See also* Business Action for Africa; Business Partnerships for Development in Africa
- Desai, C., 276
- development, 11–12, 21–2, 167. *See also*
 - community development; human capital development; sustainable development
 - collaborative governance and, 11
 - corporations and, 27–8
 - neoliberalism and, 267
 - private sector investment and, xiii, 77, 100–1
 - development economics, human capital theory and, 108–9

- DFID. *See* Department for International Development
- Dhir, A.A., 79
- disclosure, 85–6, 89
 corporate governance and, 78–9
 corporate ownership and, 78
 parity and, 86
 shareholder activism and, 79
- discourse
 capitalism as, 8
 elites and, 43–4
- discussion, leadership and, 185–6
- Dobler, G., 224
- doctoral education, management theories and, 274
- doing good to do well, 34, 46, 200
- Donaldson, T., 24–5
- Downs, Y., 78
- Du, S., 141, 143
- Dube, Lucky, 245
- Dunfee, T.W., 24–5
- Dunning, J.H., 26
- Easterly, William, 255
- Ecofinder Kenya, 209
- economic growth, education and, 114
- economic patriotism, 33, 35–6, 104, 159. *See also* place and belonging
 Amaeshi and Idemudia and, 152–3, 176
 brand loyalty and, 152–4
 entrepreneurs and, 46
 Good African Coffee and, 251
 human capital development and, 123
- economic philosophies, elites sharing, 51–64
- economic rationality, human capital development and, 110, 114–15
- Edelman Trust Barometer, 43
- Edinburgh Project, 19–20
- education, 178. *See also* doctoral education, management theories and; management education
 economic growth and, 114
 human capital development and, 110–18, 127–8
 Kenya and, 115
 Nigeria and, 115
 Nyerere and, 266
 parity and, 103
 peace and harmony and, 120–1
 social wealth and, 107
- Edwards, R., 200
- EFMD. *See* European Foundation for Management Development
- Ekeh, P., 22
- elites
 authority and, 61, 63–4
 capitalism, critique of, and, 43–4, 62–3
 ‘capitalism unleashed’ and, 53–6, 63
 collective action and, 65–6
 disapproval for, 43
 discourse and, 43–4
 economic philosophies of, shared, 51–64
 as experts, 43–4, 60–4
 frame analysis of, 44–5
 holism and, 58–60, 63
 identity and, 43–4, 60–4
 ‘short to long’ and, 56–8, 63
 solidarity and, 61–2, 64
 symbolic capital and, 43–4, 63
 walking the talk and, 64–5
- Elumelu, Tony O., 19, 44, 46–7, 72, 100, 199–200, 262. *See also* Tony Elumelu Foundation
 businesses, local and, 232–3
 charity and, 199–200
 doing good to do well and, 200
 private sector and, 167, 197
 solidarity and, 61–2
- emotion, 33–5
- emotional intelligence, 111, 117
- Emotional Quotient (EQ), 120
- entrepreneurs, 3–4
 attitudes of, 9
 business in society and, 10–11
 economic patriotism and, 46
 place and, 10–11
 sustainable development and, 21–2
- entrepreneurship. *See also* social entrepreneurship
 funding of, 46, 57
 society-minded, 101
- environmental, social and governance issues (ESG issues), 49–50, 52, 59–60, 216
- environmental concerns, South Africa and, 231–2
- environmental impact, Chinese FDI and, 228–30
- EQ. *See* Emotional Quotient
- Escobar, A., 32

- ESG issues. *See* environmental, social and governance issues
- Eskom Development Foundation, 138
- Ethiopia, 126
 coffee and, 242
- European Foundation for Management Development (EFMD), 267
- expatriates
 Chinese FDI and, 228
 social entrepreneurship and, 209–10
- experts, elites as, 43–4, 60–4
- extended families, African, 203
- Fafunwa, Babs, 109, 116–17, 118
- fair trade, coffee and, 247–8
- Farvaque, E., 78
- Fast Company*, 47
- Fayol, Henri, 267
- FDI. *See* Foreign Direct Investment
- Ferns, George, 275
- Filatotchev, I., 80
- financial crisis 2008, 49
 capitalism and, 24
 legitimacy crisis and, 42
 sustainable development and, 215–16
- Fitzsimons, P., 109, 111–12, 114
- Foreign Direct Investment (FDI), 81, 218–35
 Amaeshi and, 76
 Angola and, 220–1
 businesses, local and, 232–3, 235
 China and, 14–15, 217–19, 221–33
 corporate governance and, 76
 debt and, 219
 institutional environment and, 220
 natural resources and, 220–1
 Nigeria and, 220–1
 South Africa and, 220–1
 SSA and, 220–1
 sustainable development and, 14–15, 215–35
 Uganda and, 241–2
- Fortune*, 47
- The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits* (Prahalad), 50
- frame analysis
 of elites, 44–5
 identity and, 45
- Frémond, O., 81
- Friedman, Milton, 262
- funds of knowledge approach, management education and, 273
- Gabon, Chinese FDI and, 229
- Gates, Bill, 26
- Generation Investment Management, 48, 52
- generational responsibility, Sustainable Capitalism and, 58
- Ghana, 126, 138, 203–4, 226, 228, 229
- Giamporcaro, S., 231–2
- Gieryn, T.F., 32
- Gill, Stephen, 27
- Gini, A., 181–2
- Girod, S., 142
- global capitalism, 9, 24–8
- Global Multinational Enterprises (MNEs)
 Amaeshi and, 6
 individualism and, 9
 Nigeria and, 6
- globalisation, 35, 123
 Afri-consciousness and, 36
 place and belonging and, 31–2
- Goffman, E., 44
- Good African Coffee, xiv–xv, 240, 244–57, 272. *See also* Rugasira, Andrew
 agricultural knowledge and, 248–9
 challenges faced by, 246–7, 255–6
 community development and, 15, 247, 248
 corporate branding and, 254–5
 economic patriotism and, 251
 international market and, 252–5
 packaging and, 254
 parity and, 248
 peace and harmony and, 250
 place and belonging and, 250–2
 progress and prosperity and, 248–9
 quadruple bottom-line approach of, 247–8
 Sainsbury and, 253
 savings and credit co-operations and, 248
 scaling-up of, 255–6
 ShopRite Checkers and, 252
 South Africa and, 251, 252
 sustainability and, 250
 Ubuntu and, 240
 UK and, 252–3
 value addition and, 250–2
 Waitrose and, 253

288 INDEX

- A Good African Story: How a Small Company Built a Global Coffee Brand* (Rugasira), 256
- Gore, Al, 44, 48–9
- governance, corporations role in, 27–8. *See also* collaborative governance, development and; corporate governance; environmental, social and governance issues
- government, 65. *See also* centralised government; public sector; state capacity
- Chinese FDI and, 217–18
- human capital development and, 231
- social entrepreneurship and, 211
- Sustainable Capitalism and, 65
- sustainable development and, 177–8
- Gow, I.D., 79
- green business movement, 211
- Gu, J., 222, 224, 228
- Haida, 231
- health, sustainable development and, 170
- Heilman, B., 2, 3
- Heirs Holdings, xiv
- history, management education and, 270
- Hobbes, Thomas, 50
- holism, elites and, 58–60, 63
- Holt, D., 198, 202, 203
- Howard, D.P., 87–8
- human capital development, 13, 99–128. *See also* Business Partnerships for Development in Africa
- colonialism and, 110–12
- community and, 115, 117–18, 119
- context and, 111–12, 117–18
- cost and, 121–3
- economic patriotism and, 123
- economic rationality and, 110, 114–15
- education and, 110–18, 127–8
- government and, 231
- human capital theory, neoclassical and, 109–12
- inclusivity and, 123–5
- parity and, 119–20, 122, 123–7
- peace and harmony and, 120–1, 122
- place and belonging and, 121–7
- progress and prosperity and, 119, 122
- secularism and, 110–11, 115–17
- SME and, 125–6
- spiritual values and, 116–17
- vocationalisation and, 112–13, 115–16
- human capital theory, 108–10
- colonialism and, 109–10
- development economics and, 108–9
- neoclassical, 109–12
- as quantitative, 109
- humanness, Ubuntu and, 105
- hybrid firms, 197–8, 201–3, 207–8, 247
- hybridity, 9
- hypernorms, 24–5
- Ibrahim, N.A., 87–8
- Idemudia, U., 101, 262
- Africapitalism, four cardinal values of, 147–9, 154–5, 158, 168, 174, 199, 200–1, 272
- context and, 198
- corporate branding and, 140
- economic patriotism and, 152–3, 176
- peace and harmony and, 175, 207
- private sector and, 197
- progress and prosperity and, 174, 204
- psycho-social human well-being, 107, 119
- social wealth and, 118–19
- Ubuntu and, 225
- identity, 174. *See also* corporate green brand identity, corporate branding and; self-identity
- elites and, 43–4, 60–4
- frame analysis and, 45
- management education and, 271–2
- IFC. *See* International Finance Corporation
- Iliffe, J., 1–2
- IMF. *See* International Monetary Fund
- impact shares, 92
- Inclusive Capitalism, 44, 50–1, 52, 53–62. *See also* Coalition for Inclusive Capitalism
- CEOs and, 51
- integrated reporting and, 51
- long term thinking and, 51
- market fundamentalism and, 53
- performance and, 56
- solidarity and, 62
- stakeholders and, 51, 59
- Sustainable Capitalism and, 52
- inclusivity, human capital development and, 123–5
- individualism
- Lutz and, 22–3

- management theories and, 266
 MNEs and, 9
 inequality, 30
 institutional distance, 232
 institutional environment, FDI and, 220
 institutional investors, 89
 corporate governance and, 80–1
 Nigeria and, 81
 place and belonging and, 86–7
 South Africa and, 81
 institutional logics, 233
 social entrepreneurship and, 204, 208–9
 sustainable development and, 233
 institutional theory, 5, 75–6
 integrated reporting
 Inclusive Capitalism and, 51
 Sustainable Capitalism and, 49
 International Finance Corporation (IFC), 125–6
 international investors, parity and, 119–20
 international market, Good African Coffee and, 252–5
 International Monetary Fund (IMF), 64
 intersectionality, management education and, 271
 Inyang, B.J., 82
- Janssen, F., 198
 Jarrell, G., 87
 Jevons, C., 143, 144
 Joffe, H., 83
 Jones, M.L., 22–3
 Julian, S.D., 198
- Kaaser, Joe, 50
 Kaplinsky, R., 227–8
 Kennedy, P.T., 2–3
 Kenya, 2. *See also* Ecofinder Kenya; Mumwa Crafts
 education and, 115
 tribal differences and, 203
 Khayelitsha Cookies, 204
 King Reports, 81, 82–3, 89, 262
 Kony, Joseph, 241
 Kotler, P., 142
 Kragelund, P., 227
- Lagarde, Christine, 43, 64
 Lam, 153
 Langevoort, D.C., 80
- leadership, 171–4. *See also* African Leadership Institute; private sector leadership
 business in society and, 173
 communication and, 183–5
 Conscious Capitalism and, 48, 60
 context and, 173, 180
 discussion and, 185–6
 expansion of boundary of, 172, 180, 185–6, 189
 individual, 180–1
 of industry, 176–7
 literature on, 171–4
 management education and, 272
 morality and, 181–2
 non-private sector, 189–90
 of organisation, 176
 purpose of, 172–3
 responsible, 180–3
 societal well-being and, 181
 transactional, 179
 transformational, 179–80, 183
- legitimacy crisis
 capitalism and, 42–3, 62
 financial crisis, 2008 and, 42
- Leys, C., 6
- Liberal Market Economies (LME), 5–6
- Lindgreen, A., 142–3, 144
- literacy, social entrepreneurship and, 205–6
- Littlewood, D., 198, 202, 203
- Littrell, R.F., 264
- Liveris, Andrew, 50
- LME. *See* Liberal Market Economies
- long term thinking. *See also* ‘short to long’
 Inclusive Capitalism and, 51
 private sector leadership and, 187–8
 Sustainable Capitalism and, 48–50
- Lord’s Resistance Army (LRA), 241
- Lounsbury, M., 43
- loyalty-driven securities, Sustainable Capitalism and, 50
- LRA. *See* Lord’s Resistance Army
- Lucas, J., 2, 3
- Lutz, D.W., 22–3, 196–7
- Maak, T., 170, 182
- Macamo, E., 6–7
- Mackey, John, 44, 47
- Mahadeo, J.D., 80
- Malherbe, S., 81

290 INDEX

- management education, 15, 261–2, 268–76
 colonialism and, 267
 community intervention and, 273
 context and, 269
 core-periphery divisions and, 266–7
 culture and, 271
 funds of knowledge approach and, 273
 history and, 270
 identity and, 271–2
 intersectionality and, 271
 leadership and, 272
 multidisciplinary and, 270
 PEST assessments and, 270–1
 post-capitalist organisations and, 273
 social entrepreneurship and, 272
 US and, 267–8
- management idea, Africapitalism as, 77
 management philosophy, Africapitalism,
 174–7, 190–1
- management theories
 African, 11–12, 37, 196–7
 context and, 23, 274–5
 doctoral education and, 274
 individualism and, 266
 shareholders and, 266
 Western, 11–12, 37
- Mangaliso, M.P., 196
 Mangena, M., 78–9
 Maon, F., 142–3, 144
 market, Africa as, 7. *See also* competitive
 markets
 market fundamentalism, Inclusive
 Capitalism and, 53
- Marshall, A., 109
 Marshall, I., 121
 Matten, D., 140
 Mazrui, Ali, 109
 Mbigi, L., 105
 McBarnet, D., 27
 Mcdade, B.E., 3–4, 9–11
 McKinsey, 61, 64
 Metz, T., 106
 Michael, B., 142
 Microsoft 4 Afrika, 140
 mission driven firms, 197–9, 201–11
 MNEs. *See* Global Multinational Enterprises
 Mohan, G., 228
 moral obligation, Ubuntu and, 107
 moral psychology, 22
 morality
 capitalism and, 24–5
 leadership and, 181–2
 moral-linguistic project, Africapitalism as,
 28–34
 parity and, 30
 peace and harmony and, 30–1
 place and belonging and, 31–4
 progress and prosperity and, 29–30
 Ubuntu and, 28–9
- Morris, M., 227–8
 Moyo, Dambisa, 255
 Mudimbe, V.Y., 268
 Muir, John, 59
 multidisciplinary, management education
 and, 270
 Mumwa Crafts, 207, 209, 210
 Mungazi, D.A., 115
 Museveni, Yoweri, 241
- Nakajima, C., 76, 80
 Namada, 12
 Namibia, 224
 National Development Plan Vision 2023, 269
 National Resistance Movement (NRM), 241
 natural resources
 Chinese FDI and, 218, 220, 223, 234
 FDI and, 220–1
 Ndlovu-Gatshensi, S.J., 268, 271
 Negi, R., 3
 négritude, 265
 neoliberalism, development and, 267
 networks, private sector leadership and, 186
 new capitalisms, 12–13
 New Growth Path Framework, 195
 Newell, P., 26
 Nigeria, 137, 199. *See also* Code of Corporate
 Governance for Banks in Nigeria; Code of
 Corporate Governance for Pension
 Operators; SEC Code for Corporate
 Governance
 CEOs and, 80
 corporate advocacy and, 149
 corporate branding and, 139
 corporate co-branding and, 151
 corporate governance and, 81–2
 CSR and, 138
 education and, 115
 FDI and, 220–1
 institutional investors and, 81
 MNEs and, 6

- nurture capitalism and, 2
 regulatory responses and, 81–2
 shareholder activism and, 79
- Nkomo, S.M., 23, 37
- Nkrumah, Kwame, 265
- NRM. *See* National Resistance Movement
- Ntim, C.G., 78, 81
- nurture capitalism, Nigeria and, 2
- Nussbaum, B., 104
- Nyerere, Julius, 265, 266
- Oando Oil Marketing Ltd, 151
- Obote, Milton, 241
- Offe, C., 25
- Ofori-Dankwa, J.C., 198
- Okeahalam, C.C., 78
- Okupe, Adun, 275
- Olutayo, A.O., 71
- Omobowale, A.O., 71
- Omolewa, M., 119
- Opong, K.K., 78
- Osei, K.A., 81
- Oxfam, 124–5
- Oyovbaire, 6
- PACFCG. *See* Pan African Consultative Forum on Corporate Governance
- packaging, Good African Coffee and, 254
- Pan African Consultative Forum on Corporate Governance (PACFCG), 83–4
- Pan-Africanism, 264–6
- parasitic capitalism, 2
- parity, 102–3, 148
 corporate branding and, 149–51, 157, 159
 disclosure and, 86
 education and, 103
 Good African Coffee and, 248
 human capital development and, 119–20, 122, 123–7
 international investors and, 119–20
 moral-linguistic project, Africapitalism as and, 30
 private sector leadership and, 175
 social entrepreneurship and, 206–7
 sustainable development and, 176
 unwitting application of, 123–7
- Parsons, T., 102
- path dependence, 229
- patriotism, place and belonging and, 32–3
- peace and harmony, 103–4, 148
- Amaeshi and Idemudia and, 175, 207
 board independence and, 88
 corporate branding and, 151–2, 157, 159
 education and, 120–1
 Good African Coffee and, 250
 human capital development and, 120–1, 122
 hybrid firms and, 207–8
 moral-linguistic project, Africapitalism as and, 30–1
 private sector leadership and, 175
 social entrepreneurship and, 207–8
 sustainable development and, 176
- people, planet, profit, 200
- performance, Inclusive Capitalism and, 56
- PEST assessments, management education and, 270–1
- Pfizer, 137
- Philips, C., 6
- place, 20–1, 34–5, 86–7
 entrepreneurs and, 10–11
 self-identity and, 32
 South Africa and, 208
- place and belonging, 104, 148. *See also* economic patriotism; topophilia
 corporate branding and, 152–4, 157, 159
 globalisation and, 31–2
 Good African Coffee and, 250–2
 human capital development and, 121–7
 institutional investors and, 86–7
 moral-linguistic project, Africapitalism as, and, 31–4
 patriotism and, 32–3
 private sector leadership and, 175–6
 social entrepreneurship and, 208–10
 sustainable development and, 176
 Ubuntu and, 208
 unwitting application of, 123–7
- Pless, N.M., 170, 182
- Polonski, 143, 144
- Polonsky, M.J., 143, 144
- Porter, Michael, 64
- post-capitalist organisations, management education and, 273
- poverty
 progress and prosperity and, 29–30, 204
 sustainable development and, 170
- pragmatism, principled, 26
- Prahalad, C.K., 50

292 INDEX

- private sector
 Amaeshi and Idemudia and, 197
 Chinese FDI and, 217–18, 222–4, 227
 Elumelu and, 167, 197
- private sector investment, development and, xiii, 77, 100–1
- private sector leadership, 167–91
 adaptability and, 186
 in Africa, lack of awareness of, 177
 Africapitalism, explored through, 177–88
 Africapitalist, 183–8
 collective action and, 186–7, 188–9
 community and, 183–5
 long term thinking and, 187–8
 networks and, 186
 parity and, 175
 peace and harmony and, 175
 place and belonging and, 175–6
 stakeholder meetings and, 184
 sustainable development and, 14, 167–91
 trust and, 185, 190
- profit, 256. *See also* people, planet, profit
 social entrepreneurship and, 202–3, 206
 societal well-being and, 262–3
- progress and prosperity, 102, 148, 174–5.
See also psycho-social human well-being
 Amaeshi and Idemudia and, 174, 204
 corporate branding and, 149, 157, 158–9
 Good African Coffee and, 248–9
 human capital development and, 119, 122
 moral-linguistic project, Africapitalism
 as and, 29–30
 poverty and, 29–30, 204
 shareholder activism and, 88–9
 social wealth and, 29, 102, 119
 sustainable development and, 176
- psycho-social human well-being, Amaeshi
 and Idemudia and, 107, 119
- public sector, sustainable development and,
 169, 188
- purpose
 Conscious Capitalism and, 47–8, 53, 56
 of leadership, 172–3
- quarterly earnings guidance, Sustainable
 Capitalism and, 49
- Rahim, R.A., 141
 Ramasamy, B., 141
- Refait-Alexandre, C., 78
 regulation, Chinese FDI and, 229–32
 regulatory limitations, 89
 corporate governance and, 83–5
 regulatory responses. *See also* Code of
 Corporate Governance for Banks in
 Nigeria; Code of Corporate Governance
 for Pension Operators; King Reports;
 SEC Code for Corporate Governance
 corporate governance and, 81–3
 Nigeria and, 81–2
 South Africa and, 81, 82–3
- Republic of Ireland, 251
- Ritskes, E., 276
- Rivera-Santos, M., 198–9, 203
- Rothman, H., 47
- Rothschild, Lynn Forester de, 44, 50
- Rugasira, Andrew, xiv–xv, 240–1, 244–5. *See
 also* Good African Coffee
 capital, access to, and, 256
 corporate branding and, 254
 trade not aid and, 240, 254, 255
 value addition and, 255
- Ruggie, John, 26
- Rwanda, 125–6
- Ryan, L.V., 81
- Saidane, D., 78
- Sainsbury, Good African Coffee and, 253
- savings and credit co-operations, Good
 African Coffee and, 248
- Scherer, M., 111
- Schoenfeld, J., 79
- Scott, M., 47
- SEC Code for Corporate Governance, 82
- secularism, human capital development and,
 110–11, 115–17
- Segal, N., 81
- self-identity, 28–9, 32
- self-interest, capitalism and, 31, 50, 103
- Sen, S., 141, 143, 204
- Shankar, 153
- shared value, 142, 200–1
- shareholder activism, 89
 Amaeshi and, 79
 corporate governance and, 79
 disclosure and, 79
 Nigeria and, 79
 progress and prosperity and, 88–9
 South Africa and, 79

- shareholders
 - corporate governance and, 74–5, 76
 - management theories and, 266
- Shell Ogoni crisis, 137
- Shin, S.-P., 79
- ShopRite Checkers, Good African Coffee and, 252
- ShopRite sustainability campaign, 151–2
- ‘short to long’
 - Conscious Capitalism and, 57–8
 - elites and, 56–8, 63
 - Sustainable Capitalism and, 57
- sin stocks, 216
- Sisodia, Raj, 44, 47
- Sison, A., 74–5
- Sium, A., 276
- Small-to-Medium Size (SME), 15. *See also*
 - Good African Coffee
 - Chinese FDI and, 224
 - human capital development and, 125–6
- Smith, Adam, 50, 109
- Snow, D. A., 45, 53
- social entrepreneurship, 14, 195–212. *See also*
 - African Leadership Institute; Decent Work Country Programme; hybrid firms; mission driven firms; New Growth Path Framework
 - commercial firms and, 211
 - community and, 209
 - context and, 198–9, 203–4
 - expatriates and, 209–10
 - government and, 211
 - institutional logics and, 204, 208–9
 - literacy and, 205–6
 - management education and, 272
 - parity and, 206–7
 - peace and harmony and, 207–8
 - place and belonging and, 208–10
 - profit and, 202–3, 206
 - stakeholders and, 207
 - sustainability and, 205, 207–8
 - UK and, 211
- social movements, 3
- Social Responsible Investment (SRI), 216–17.
 - See also* sin stocks
 - apartheid, South African, and, 216–17
 - UK and, 217
- social wealth, xiv, 30–1, 103–4
 - Amaeshi and Idemudia and, 118–19
 - education and, 107
 - progress and prosperity and, 29, 102, 119
 - sustainability and, 103–4
 - Ubuntu and, 105
- social well-being. *See* societal well-being
- socialism, 2. *See also* African Socialism
- societal change. *See* sustainable development
- societal well-being
 - CSR and, 142
 - leadership and, 181
 - profit and, 262–3
 - Ubuntu and, 106–7
- Soga, Tiyo, 265
- solidarity
 - Conscious Capitalism and, 62
 - elites and, 61–2, 64
 - Elumelu and, 61–2
 - Inclusive Capitalism and, 62
 - Sustainable Capitalism and, 62
- Soobaroyen, T., 80
- sourcing linkages, local, Chinese FDI and, 228, 231
- South Africa. *See also* apartheid, South African;
 - Decent Work Country Programme; Khayelitsha Cookies; King Reports; National Development Plan Vision 2023; New Growth Path Framework
 - corporate governance and, 82–3
 - CSR and, 138
 - environmental concerns and, 231–2
 - FDI and, 220–1
 - Good African Coffee and, 251, 252
 - institutional investors and, 81
 - place and, 208
 - regulatory responses and, 81, 82–3
 - shareholder activism and, 79
 - Ubuntu and, 89
- Southern theory, 261–2
- Spence, L.J., 140
- Spiritual Quotient (SQ), 120–1
- spiritual values, human capital development and, 116–17
- Spring, A., 3–4, 9–11
- SQ. *See* Spiritual Quotient
- SRI. *See* Social Responsible Investment
- Srinivasan, S., 79
- SSA. *See* Sub-Saharan Africa
- stakeholder meetings, private sector
 - leadership and, 184
- stakeholder theory, corporate governance and, 75

294 INDEX

- stakeholders, 65, 72
 Conscious Capitalism and, 48, 59
 corporate governance and, 72–3
 CSR and, 140–1
 Inclusive Capitalism and, 51, 59
 institutional protection for, 76–7
 social entrepreneurship and, 207
- Standard Trust Bank, xiv
- state capacity, Chinese FDI and, 230
- state-owned enterprises (SOEs), Chinese FDI and, 222–4
- states
 Africa and, 25
 capitalism and, 25
- Staub, K.M., 204
- stranded assets, Sustainable Capitalism and, 49
- strategic balance theory, 23
- Sub-Saharan Africa (SSA)
 Chinese FDI and, 217, 224
 FDI and, 220–1
- Suprawan, L., 143
- sustainability. *See also* ShopRite
 sustainability campaign
 CSR and, 137–8
 Good African Coffee and, 250
 investor attitudes towards, 233–4
 social entrepreneurship and, 205, 207–8
 social wealth and, 103–4
- sustainability movement, 31
- Sustainable Capitalism, 44, 48–50, 53–62. *See also* Generation Investment Management
 authority and, 61
 compensation structures and, 49–50
 ESG issues and, 52, 59–60
 generational responsibility and, 58
 government and, 65
 Inclusive Capitalism and, 52
 integrated reporting and, 49
 long term thinking and, 48–50
 loyalty-driven securities and, 50
 quarterly earnings guidance and, 49
 ‘short to long’ and, 57
 solidarity and, 62
 stranded assets and, 49
 success of, 52–3
- sustainable development, 195, 215. *See also* United Nations Sustainable Development Goals
 Chinese FDI and, 218–19, 224–35
 collective action and, 186–7
 entrepreneurs and, 21–2
 FDI and, 14–15, 215–35
 financial crisis, 2008 and, 215–16
 government and, 177–8
 health and, 170
 institutional logics and, 233
 parity and, 176
 peace and harmony and, 176
 place and belonging and, 176
 poverty and, 170
 private sector leadership and, 14, 167–91
 progress and prosperity and, 176
 public sector and, 169, 188
- Sweetland, S.R., 111
- symbolic capital, elites and, 43–4, 63
- Tan-Mullins, M., 228
- Tanzania, 224
- Tauringana, V., 78–9
- Taylor, Frederick, 267
- Taylor, S., 71
- Teoh, S.H., 79
- Tony Elumelu Entrepreneurship Programme, 46
- Tony Elumelu Foundation, xv, 19
 Africapitalism presented by, 199–200
 businesses, local and, 232
- topophilia, 32
- trade not aid, Rugasira and, 240, 254, 255
- traditional cultures, 2–3, 35
- tribal differences, 203–4, 208
- Tribal Textiles, 204, 209
- Tricker, B., 74
- Trickle Out Africa, 197–8
- trust, private sector leadership and, 185, 190.
See also Edelman Trust Barometer
- Tutu, Desmond, 195–6
- UBA. *See* United Bank for Africa
- Ubuntu, 13, 104–6, 127, 195–6, 225, 263–4
 Amaeshi and Idemudia and, 225
 community and, 22, 28–9, 117
 Good African Coffee and, 240
 humanness and, 105
 moral obligation and, 107
 moral-linguistic project, Africapitalism as, and, 28–9

- place and belonging and, 208
 social wealth and, 105
 societal well-being and, 106–7
 South Africa and, 89
 Tutu and, 196
- UCDA. *See* Uganda Coffee Development Authority
- Uganda, 241–2. *See also* Good African Coffee; National Resistance Movement
 coffee and, 241, 242–4
 FDI and, 241–2
- Uganda Coffee Development Authority (UCDA), 243
- UK. *See* United Kingdom
- United Bank for Africa (UBA), xiii–xiv
- United Kingdom (UK)
 Good African Coffee and, 252–3
 social entrepreneurship and, 211
 SRI and, 217
- United Nations Millennium Development Goals, 175
- United Nations Sustainable Development Goals, 71, 175
- United States (US), management education and, 267–8
- Vallaster, C., 143, 144
- value addition
 Good African Coffee and, 250–2
 Rugasira and, 255
- Vaughn, M., 81
- vocationalisation, human capital
 development and, 112–13, 115–16
 VP Promotions, 245, 254
- Waitrose, Good African Coffee and, 253
- walking the talk, elites and, 64–5
- Walsh, J.P., 196
- Wazzan, C. P., 79
- wealth creation, 46, 56
- Welch, I., 79
- White, B.W., 109
- Wilcock, J., 142–3
- WISE. *See* Work Integration Social Enterprises
- Wiwa, Ken Saro, 137
- Woll, C., 152
- Woolman, D.C., 109, 114, 115, 116, 118
- Work Integration Social Enterprises (WISE), 247
- World Bank, 64
- The World in 2015*, 19
- Xu, Y., 142–3
- Yeung, M., 141
- Zald, M.N., 43
- Zambia, 87, 226, 229. *See also* Mumwa Crafts; Tribal Textiles
- Zimbabwe, 78–9
- Zimele, 126
- Zohar, D., 121
- Zoogah, D.B., 23, 35, 37, 196, 263, 264