

Editorial Note

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The *Botswana Journal of Business (BJB)* is a university sponsored academic publication focused on business issues in Botswana, Africa and globally. The Journal seeks to analyse and influence business policy-making within the region, concentrating on an audience of scholars and practitioners. The Journal views *business issues* through an interdisciplinary lens and invites submissions on topics outside the business discipline that advance understanding of business theory and practice. From now on the Journal will go online and past issues will be digitalised for online uploading.

There are seven articles published in this issue: four of the papers (by Bagorogoza, Shemi, Chinyoka and Muranda, and Marobela and Mmreki) are drawn from the conference on: “International Conference on the Advancement of Business and Innovation”, held by the Faculty of Business, University of Botswana, from 13-15 July 2011. The papers were not published in the 2012 issue because the review process was incomplete at the time of going to press. The remaining three (by Mogotsi, Mbekomize and Kiiru, Maunganidze and Malila) come from the regular call for papers. The Editors are pleased to say that, consistent with the multi-disciplinarity vision of the Journal, the 2013 issue has contributions from several areas of business administration and in addition two interesting thought provoking papers (Marobela and Mmreki, Maunganidze and Malila) take a political economy dimension. Each article brings interesting insights to business management.

The first paper by Bagorogoza, de Waal, van den Herik and Van de Walle attempt to gauge the level of performance in financial institutions in Uganda using the high performance organization framework factors: management quality, workforce quality, long term orientation, continuous improvement, openness and action orientation. It was found that financial institutions fare better on all characteristics of high performance. However, openness and action orientation had low mean scores compared to the other factors; this could be attributed to the cultural background of the employees. The paper concluded by advising financial institutions in Uganda to adopt the high performance organization framework in order to achieve economic, environmental and social sustainability.

The second paper by Shemi investigates the challenges that confront SMEs in e-commerce adoption in six selected firms from the ICT and Tourism sectors in Botswana. The study found that the challenges can be classified into managerial, technological and environmental issues. In addition it was found that both B2B and B2C e-commerce are minimally developed in Botswana. The implication of findings for e-commerce is that there is need for SMEs to engage in strategic collaboration that can enhance their ability to innovate.

In the third paper Mogotsi empirically investigates the correlates of computer self-efficacy and a number of hypothesized antecedents. The findings showed that computer self-efficacy was positively correlated with general self-efficacy, personal innovativeness, computer anxiety, and academic self-esteem. Furthermore, respondents with an internal locus of control tended to report higher levels of computer self-efficacy than those with an external locus of control.

In the fourth paper Chinyoka and Muranda investigate perceived entrepreneurial skills and performance of franchisees and independent entrepreneurs in Botswana and came with two interesting findings. First franchisees rate their entrepreneurial skills lower than the level independent entrepreneurs rate their own skills. Second franchisees perform better than independent entrepreneurs. The authors recommend that franchising be promoted as one of the solutions to the problem of lack of enough business enterprises in Botswana (and in other developing countries) that could assist in the diversification of the economy.

In the fifth paper Mbekomize and Kiiru use the Accounting Attitude Scale to examine attitudes of first year and fourth year accounting students. The findings suggest that the overall attitude of fourth year students was less positive than that of the first year students. The authors recommend that future studies should focus on unearthing the factors causing the decline in attitudes towards accounting as a student progresses along the academic ladder and how the trend can be reversed.

The penultimate paper is to some degree unconventional for it challenges the reader to think out of the box beyond Taylorism in understanding the foundation or epistemology of the management function in business. In the Communist Manifesto of 1848 Karl Marx concluded by saying "workers of the world unite you have nothing to lose but your chains". This is precisely the message implied in the paper co-authored by Marobela and Mmereki. The authors critique the traditional Taylorist management theory that assumes rationality: pursuance of a common goal, consensus driven, conflict free and apolitical, as being unrealistic. Contrary to this traditional view, the authors argue from a Marxist approach of dialectical materialism that management is inherently conflictual because it has to mediate the contradictions of the political structure from economic ownership and relations of production at the shop floor level. Given the dialectical relationship between the two, management control of labour is imperative for business success.

In the final paper Maunganidze and Malila take a political-economy approach to the analysis of China-Africa trade. They argue that the China-Africa nexus is becoming both an asset and liability. Using Michel Foucault's Power and Dominance framework, the article argues that China uses its 'soft' power as a 'global governmentality' strategy to exert its geo-political influence both regionally and internationally.

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