



36th ANNUAL CONFERENCE CALL FOR PAPERS

THE BRAVE FRONTIER OF MANAGEMENT

SOLVING THE PUZZLE OF COMPLEXITY,
OPPORTUNITY AND SUSTAINABILITY

14-17 SEPTEMBER 2025
SUN CITY CONVENTION CENTRE

HOSTED BY





About the Southern Africa Institute for Management Scientists

The Southern African Institute for Management Scientists (SAIMS) was established in 1988 with the purpose of promoting the interests of Management Scientists in Southern Africa and to act as a forum to discuss management education and research. Thirty-three years later this organisation is still the voice in management sciences.

Read more about SAIMS here: www.saims.org

VISION

Cultivating a dynamic community of management scientists.

MISSION

Creating opportunities for management scientists to advance knowledge, engage and collaborate.

SAIMS MEMBERSHIP FOR 2025

At SAIMS, our membership is our pride, and we want to broaden membership by welcoming both national and international academics and practitioners.

SAIMS MEMBERSHIP IS AVAILABLE

Student members: R200 per year

Ordinary members: R400 per year

For Membership inquiries email admin@saims.org

FROM THE CHAIRPERSON'S DESK

THE SCHOOL OF MANAGEMENT SCIENCES, NORTH-WEST UNIVERSITY

In an era where the world feels like an intricate web of uncertainties and breakthroughs, managers find themselves navigating uncharted terrain. Picture a typical African savanna, where each decision is a step through an untamed wilderness. To thrive in this brave new frontier, leaders must embrace the complexity of the environment, uncover the hidden opportunities and pave a sustainable path forward, namely one that ensures the balance between progress and preservation. The SAIMS 2025 conference invites you to become a pioneer in solving the evolving puzzles of management that define our time. Let us venture into the heart of the unknown and devise strategies that align vision with resilience. Together, we'll map out the future of management, a future where exploration into complexity brings forth opportunities for innovation and sustainability.

CONFERENCE CHAIRPERSON



Prof. Mia Bothma



You are invited to submit contributions for the 36th Annual SAIMS Conference, hosted by the School of Management Sciences at the North-West University. The conference will take place from 14 to 17 September 2025 at the Sun City Convention centre, South Africa.

Two types of papers may be submitted:

1. Competitive Papers (Full Paper): 15 pages max (incl ref).
2. Work-in-Progress (Abstract only): 500 words max (excl ref).

Deadline for submission: 2 May 2025

Conference related enquiries: admin2025@saims.org

Paper enquiries: papers2025@saims.org

The SAIMS 2025 Conference theme is

The Brave Frontier of Management:

Solving the Puzzle of Complexity, Opportunity and Sustainability

Business is like a puzzle, full of moving pieces, unexpected turns and hidden opportunities. In today's world, managers are not just problem-solvers; they are explorers, navigating an ever-changing landscape of complexity and uncertainty. How do we make sense of this evolving terrain while unlocking new opportunities and ensuring a sustainable future?

For the SAIMS 2025 conference, we invite you to venture into the brave frontier of management, where the ability to adapt, innovate and think strategically is key to solving the puzzle of modern business.



SUBMISSION DETAIL

Paper submission must be done on ConfTool:

<https://www.conftool.org/saims2025/>

For more information on the paper submission process via ConfTool, please visit our website: www.saims2025.saims.org

For conference registration fees, please refer to page 14.

TRACKS

You are welcome to submit papers in one of the following tracks:

- | | |
|-----------|-------------------------------------------------------------------|
| Track 1 | Accounting, banking, insurance |
| Track 2: | Finance and investment |
| Track 3: | Economics |
| Track 4: | Entrepreneurship and small business management |
| Track 5: | General and strategic management (Including management education) |
| Track 6: | Marketing management (Excluding digital marketing) |
| Track 7: | Digital marketing management |
| Track 8: | Corporate social investment and business ethics |
| Track 9: | Operations and supply chain management |
| Track 10: | Information and communication technology |
| Track 11: | Human resource management |
| Track 12: | Innovation and sustainability |
| Track 13: | Critical Management Studies |
| Track 14: | Artificial intelligence |
| Track 15: | Tourism management |

IMPORTANT DETAILS

Submission deadline (both streams):

2 May 2025, before 23:59

Feedback on submissions:

21 July 2025

Final submission of corrected papers (based on feedback from reviewers):

9 August 2025

**Finale date to book accommodation at Sun City at the special conference rate
(Cabanas hotel): 9 August 2025**

Final date for conference attendance registration:

15 August 2025

Important information about submissions

All full-length competitive papers and work-in-progress abstracts will be submitted to a double-blind peer-review process.

- Only full-length competitive papers will qualify for the Best Paper Award.
- Only full-length papers published in the conference proceedings will qualify for subsidy purposes. If, after the double-blind peer review process and acceptance, you do not wish to publish your full paper in the conference proceedings, you must communicate this clearly to the conference organisers within a month of acceptance and a two-page summary still needs to be provided for publication.
- Papers that do not comply with the format requirements of submissions will be returned to authors for corrections.
- A maximum of two papers may be submitted by one individual.
- Please ensure that the names of the authors do not appear in the initial submission.
- All submitted papers must be in PDF format.

SUBMISSIONS

WORK-IN-PROGRESS PAPERS

These include incomplete research, ongoing research or ideas for future research that authors wish to generate feedback on, pertaining to any topic listed in tracks or related to the theme of the conference.

- Submissions should not exceed 500 words in length (excluding references).
- Only PDF documents will be accepted.
- Save the abstract under the title of your paper.
- Font: Arial 11, 1.5-line spacing, 2 cm margins all-round, justified.
- See AUTHOR GUIDELINES (page 9) for technical details.

The following minimum aspects should be addressed in the paper:

- Title of paper
- Four (4) keywords describing the paper
- Introduction providing a brief background into the nature of the problem or Case Study under investigation
- A Preliminary Literature Review
- A clear formulation of the main problem(s) to be investigated
- Envisaged research methodology
- Preliminary findings
- Conclusions and managerial implications or recommendations
- List of references

COMPETITIVE PAPERS

Complete research papers on any track related to the theme of the conference.

- Submissions should not exceed 15 pages (including the abstract references, and annexures if applicable).
- Only PDF documents will be accepted.
- Save the submission under the title of your paper.
- Font: Arial 11, 1.5-line spacing, 2 cm margins all round, justified.
- See AUTHOR GUIDELINES (page 9) for technical details.

The following minimum aspects should be addressed in the paper:

- Title of paper
- Abstract (150 words)
- Four (4) keywords describing the paper
- Introduction
- Literature review and problem investigated
- Research objectives and/or hypotheses
- Research Methodology
- Results/findings
- Practical managerial implications and recommendations
- Conclusions
- List of references
- Annexures (if applicable)

AUTHOR DETAILS

GENERAL GUIDELINES

- Submissions should be typed in 1.5 line spacing, including references.
- Single spacing between paragraphs. Do not use double spacing anywhere.
- No spacing between heading or sub-heading and paragraph.
- Page numbers are to be placed in the upper right-hand corner of every page.
- Do not use any tab indents for paragraphs. Do not number paragraphs.
- The text must preferably be limited to three levels. Main headings are presented in capitals (bold); sub-headings in lower case (bold) and sub-subheadings in normal text, lower case.

FOR EXAMPLE
METHODOLOGY
Sampling procedure
 Composition of sample

- Submissions should have margins of 2 cm.
- Documents need to be justified.
- Length of submissions:
 - Full papers: Maximum 15 pages (including the abstract and references and annexures if applicable).
 - Work-in-Progress: 500 words (excluding references)
- The 11-point Arial font must be used.

STRUCTURE

- Since all papers are electronically submitted, the submission needs to be submitted as single files.
- In the case of full papers, start with the title of your paper, followed by the abstract (maximum 150 words), then the introduction ... and the rest of your paper.
- Work-in-Progress requires the submission of an abstract consisting of 500 words maximum. The abstract should provide a substantive summary of the paper. It should be informative, giving the reader an overview of the paper (or the envisaged paper/research).

TABLES

- Tables should have a table number starting at one and a title which should be centred over the table.
- The table number and title should be typed on separate lines, in capital letters.
- All rows and columns should be clearly labelled.
- No more than two decimal points should be provided.
- A reference should be provided below the table.
- For example:

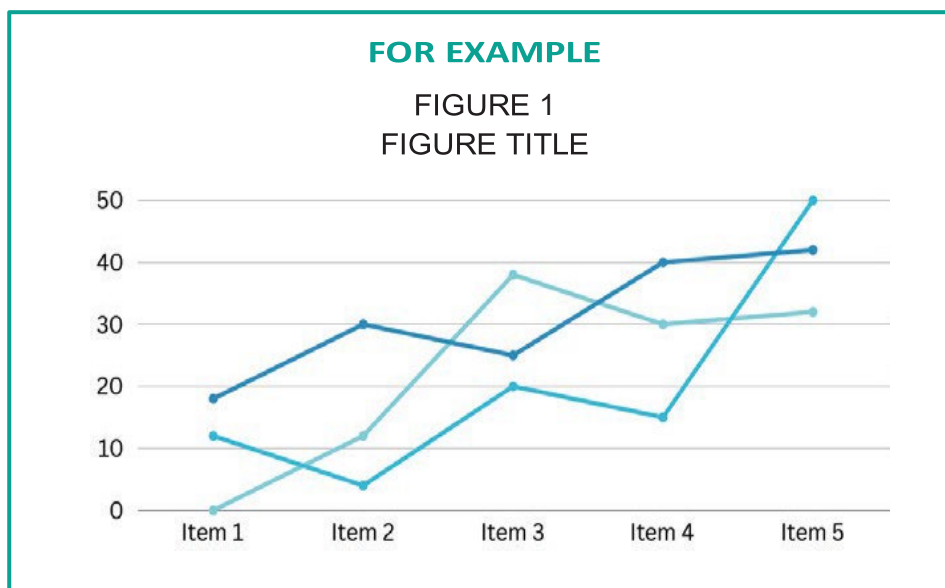
TABLE 1

TABLE TITLE

| Item | Sub-heading | Sub-heading |
|--------|-------------|-------------|
| Item 1 | 1.00 | -0.03* |
| Item 2 | -0.04** | 0.00 |

FIGURES

- Figures should have a figure number starting at one and a heading which should be centred over the figure.
- The figure should be clear and add value to the paper.
- A reference should be provided below the figure.
- The figure number and title should be typed on separate lines, in capital letters.
- Figures and artwork must be of high quality and camera-ready. Please avoid the use of gray-scale shading.
- In the text, all illustrations and charts should be referred to as figures.



MATHEMATICAL NOTATIONS

Mathematical notations should be clearly explained within the text. Equations should be centred on the page. If equations are numbered, type the number in parentheses flush with the right margin. Unusual symbols and Greek letters should be identified. For equations that may be too wide to fit in a single column, indicate appropriate breaks.

REFERENCING

Use the Harvard method of referencing.

CITATIONS WITHIN TEXT

- Citations in the text should include the author's last name and year of publication enclosed in parentheses, for example, (Jones, 1990). If practical, the citation should be placed immediately before a punctuation mark. Otherwise, insert in a logical sentence break.
- If a particular page, section, or equation is cited, it should be placed within the parentheses, for example:
(Jones, 1990: 112).
- For multiple authors, use the first time in full if a source is cited irrespective of the number of authors. For subsequent citations of three authors and more use "et al." (in italics). For example:
(Smith, Wesson, Brown and Green, 2000). and afterwards, (Smith et al., 2000).
- If the same authors published another work in the same year, a distinction must be made by using lower caps a or b. For example:
(Smith, Wesson, Brown, and Green, 2000b).
- In the case of multi-authors and different dates of publication, list it in order of the latest publication first. Authors' names should not be listed alphabetically. For example:
(Jones, 2001; Bennet and Podaysky, 1998; Fulton and Bowker, 1990).

REFERENCING LIST

- An example of multiple-author references for books is:

Donners, J.H. and Williams, D.F. 1992. Marketing of Art. New York: Wiley.

- Examples of single- and multiple-author references for periodicals are:

Steenkamp, J. 1998. Analysing the effect of marketing on strategy. Journal of Marketing, 9 (3): 226-230.

Steenkamp, J., du Toit, F. and Mazibuko, H. 1998. Analysing the effect of marketing on strategy. Journal of Marketing, 9 (3): 226-230.

- An example of using a web page is as follows:

Williams, M.T.N. 2005. Marketing on the internet. BizzCommunity. Available: <http://www.BizzCommunity.com> [Accessed: 12 April].

- Examples of a paper read at a conference, and/or an (unpublished) dissertation or thesis are as follows:

Parasuraman, A. 1996. Understanding and Leveraging the Role of Customer Service in External, Interactive and Internal Marketing. Paper read at Frontiers in Services Conference. Nashville, Tennessee (October).

Webb, C. 2003. The Role of Women in Society. Unpublished D.Comm dissertation, University of Botswana.

PRESENTATION GUIDELINES

- Presentations should not exceed 15 minutes, and afterwards, there will be five minutes for questions and feedback.
- One individual may present a maximum of two papers.



CONFERENCE REGISTRATION FEES

For more information about the conference registration, please visit our website at www.saims2025.org

REGISTRATION FEES

| | |
|-------------------------------------------------------------|----------|
| SAIMS Members | R5500.00 |
| Non-SAIMS Members | R6000.00 |
| Registered students with a student number (SAIMS member) | R3000.00 |
| Registered student with a student number (non-SAIMS member) | R3500.00 |

For any admin-related queries, contact: admin2025@saims.org

For any paper-related queries, contact: papers2025@saims.org

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change"

- Charles Darwin