#### ISSN 2392-1641

# Economics and Business Review

Volume 3 (17) Number 1 2017

#### CONTENTS

Introduction (Gary L. Evans and Steve Letza)

#### ARTICLES

Agency costs of overvalued equity and earnings management in companies listed on WSE (*Michał Kałdoński, Tomasz Jewartowski*)

**Friends or foes? Activist hedge funds and other institutional investors** (*Andrew Carrothers*)

Board ethos and institutional work: developing a corporate governance identity through developing the uk code (*Donald Nordberg*)

Governance and financing of innovative very small business (VSB): evidence from a Canadian biotechnological firm (*Alidou Ouedraogo*)

Corporate governance, risk and crises in small companies: shedding light from inside the boardroom black box (*Leslie Spiers*)

Gender diversity impact on corporate social responsibility (CSR) and Greenhouse Gas emissions in the UK (*Renata Konadu*)

Lessons university-based business schools should learn vicariously-rather than through experience-from university athletics (*Edward W. Miles*)

**Commercialization of the education of economists versus integrity of the university** (Jan Szambelańczyk)

Corporate governance and the African business context: the case of Nigeria (Steve Letza)

Disruptive technology and the board: the tip of the iceberg (Gary L. Evans)

#### **BOOK REVIEWS**

Kerry E. Howell, M. Karim Sorour [Eds.]. 2017. Corporate governance in Africa. Assessing implication and ethical perspectives, Palgrave Macmillan (Steve Letza)

Richard LeBlanc [Ed.]. 2016. *The handbook of board governance, a comprehensive guide for public private and not-for-profit board members.* Canada: John Wiley & Sons Inc (*Gary L. Evans*)

Poznań University of Economics and Business Press

#### Subscription

Economics and Business Review (E&BR) is published quarterly and is the successor to the Poznań University of Economics Review. The E&BR is published by the Poznań University of Economics and Business Press.

Economics and Business Review is indexed and distributed in ProQuest, EBSCO, CEJSH, BazEcon and Index Copernicus.

Subscription rates for the print version of the E&BR: institutions: 1 year – &50.00; individuals: 1 year – &25.00. Single copies: institutions – &15.00; individuals – &10.00. The E&BR on-line edition is free of charge.

Correspondence with regard to subscriptions should be addressed to: Księgarnia Uniwersytetu Ekonomicznego w Poznaniu, ul. Powstańców Wielkopolskich 16, 61-895 Poznań, Poland, fax: +48 61 8543147; e-mail: info@ksiegarnia-ue.pl.

Payments for subscriptions or single copies should be made in Euros to Księgarnia Uniwersytetu Ekonomicznego w Poznaniu by bank transfer to account No.: 96 1090 1476 0000 0000 4703 1245.

Economics and Business Review Volume 3 (17) Number 1 2017

**\*** 

#### **Editorial Board**

Horst Brezinski Maciej Cieślukowski Gary L. Evans Witold Jurek Tadeusz Kowalski (Editor-in-Chief) Jacek Mizerka Henryk Mruk Ida Musiałkowska Jerzy Schroeder

#### International Editorial Advisory Board

Edward I. Altman - NYU Stern School of Business Udo Broll - School of International Studies (ZIS), Technische Universität, Dresden Wojciech Florkowski - University of Georgia, Griffin Binam Ghimire - Northumbria University, Newcastle upon Tyne Christopher J. Green - Loughborough University Niels Hermes - University of Groningen John Hogan - Georgia State University, Atlanta Mark J. Holmes - University of Waikato, Hamilton Bruce E. Kaufman - Georgia State University, Atlanta Steve Letza - Corporate Governance Business School Bournemouth University Victor Murinde – University of Birmingham Hugh Scullion - National University of Ireland, Galway Yochanan Shachmurove - The City College, City University of New York Richard Sweeney - The McDonough School of Business, Georgetown University, Washington D.C. Thomas Taylor - School of Business and Accountancy, Wake Forest University, Winston-Salem Clas Wihlborg - Argyros School of Business and Economics, Chapman University, Orange Habte G. Woldu - School of Management, The University of Texas at Dallas

#### **Thematic Editors**

Economics: Horst Brezinski, Maciej Cieślukowski, Ida Musiałkowska, Jacek Mizerka, Witold Jurek, Tadeusz Kowalski • Econometrics: Witold Jurek • Finance: Witold Jurek • Management and Marketing: Henryk Mruk, Ida Musiałkowska, Jerzy Schroeder • Statistics: Elżbieta Gołata

Language Editor: Owen Easteal • IT Editor: Marcin Regula

© Copyright by Poznań University of Economics and Business, Poznań 2016

Paper based publication

ISSN 2392-1641

POZNAŇ UNIVERSITY OF ECONOMICS AND BUSINESS PRESS ul. Powstańców Wielkopolskich 16, 61-895 Poznań, Poland phone +48 61 854 31 54, +48 61 854 31 55 www.wydawnictwo-ue.pl, e-mail: wydawnictwo@ue.poznan.pl postal address: al. Niepodległości 10, 61-875 Poznań, Poland

Printed and bound in Poland by: Poznań University of Economics and Business Print Shop

Circulation: 230 copies

#### Aims and Scope

Economics and Business Review is the successor to the Poznań University of Economics Review which was published by the Poznań University of Economics and Business Press in 2001–2014. The Economics and Business Review is a quarterly journal focusing on theoretical and applied research work in the fields of economics, management and finance. The Review welcomes the submission of articles for publication dealing with micro, mezzo and macro issues. All texts are double-blind assessed by independent reviewers prior to acceptance.

#### The manuscript

- 1. Articles submitted for publication in the **Economics and Business Review** should contain original, unpublished work not submitted for publication elsewhere.
- 2. Manuscripts intended for publication should be written in English, edited in Word in accordance with the APA editorial guidelines and sent to: secretary@ebr.edu.pl. Authors should upload two versions of their manuscript. One should be a complete text, while in the second all document information identifying the author(s) should be removed from papers to allow them to be sent to anonymous referees.
- 3. Manuscripts are to be typewritten in 12' font in A4 paper format, one and half spaced and be aligned. Pages should be numbered. Maximum size of the paper should be up to 20 pages.
- 4. Papers should have an abstract of not more than 100 words, keywords and the Journal of Economic Literature classification code (JEL Codes).
- 5. Authors should clearly declare the aim(s) of the paper. Papers should be divided into numbered (in Arabic numerals) sections.
- 6. Acknowledgements and references to grants, affiliations, postal and e-mail addresses, etc. should appear as a separate footnote to the author's name a, b, etc and should not be included in the main list of footnotes.
- 7. Footnotes should be listed consecutively throughout the text in Arabic numerals. Cross-references should refer to particular section numbers: e.g.: See Section 1.4.
- Quoted texts of more than 40 words should be separated from the main body by a four-spaced indentation of the margin as a block.
- References The EBR 2017 editorial style is based on the 6th edition of the Publication Manual of the American Psychological Association (APA). For more information see APA Style used in EBR guidelines.
- 10. **Copyrights** will be established in the name of the **E&BR publisher**, namely the Poznań University of Economics and Business Press.

More information and advice on the suitability and formats of manuscripts can be obtained from:

Economics and Business Review al. Niepodległości 10 61-875 Poznań Poland e-mail: secretary@ebr.edu.pl www.ebr.ue.poznan.pl

## Economics and Business Review

Volume 3 (17) Number 1 2017

### CONTENTS

Introduction	
Gary L. Evans and Steve Letza	3
ARTICLES	
Agency costs of overvalued equity and earnings management in companies listed on WSE Michał Kałdoński, Tomasz Jewartowski	7
	/
Friends or foes? Activist hedge funds and other institutional investors <i>Andrew Carrothers</i>	38
Board ethos and institutional work: developing a corporate governance identity through developing the uk code Donald Nordberg	73
Governance and financing of innovative very small business (VSB): evidence from a Canadian biotechnological firm Alidou Ouedraogo	97
Corporate governance, risk and crises in small companies: shedding light from inside the boardroom black box <i>Leslie Spiers</i>	112
Gender diversity impact on corporate social responsibility (CSR) and Greenhouse Gas emissions in the UK Renata Konadu	127
Lessons university-based business schools should learn vicariously-rather than through experience-from university athletics <i>Edward W. Miles</i>	149
Commercialization of the education of economists versus integrity of the university Jan Szambelańczyk	164
Corporate governance and the African business context: the case of Nigeria Steve Letza	184
Disruptive technology and the board: the tip of the iceberg Gary L. Evans	205

#### **BOOK REVIEWS**

Kerry E. Howell, M. Karim Sorour [Eds.]. 2017. Corporate governance in Africa. Assessing implication and ethical perspectives, Palgrave Macmillan (Steve Letza)	224
Richard LeBlanc [Ed.]. 2016. <i>The handbook of board governance, a comprehensive guide for public private and not-for-profit board members</i> . Canada: John Wiley & Sons Inc ( <i>Gary L</i> .	
Evans)	226

2017-04-20 13:47:14

#### **BOOK REVIEWS**

Kerry E. Howell, M. Karim Sorour [Eds.]. 2017. *Corporate governance in Africa. Assessing implication and ethical perspectives*, Palgrave Macmillan, ISBN 978-11-3756-699-7

On receiving the book from the publishers and opening up the package and reading the title Corporate Governance in Africa - assessing implementation and ethical perspectives - I must confess to being initially intrigued with the combination of words: Corporate governance, ethical perspectives in Africa. At first glance It would appear to be the most unlikely and most uncomfortable of bedfellows given the rampant corporate scandals and endemic corruption in Africa. However, as is often the case with stereotypical conditioning and thinking, once one begins delving into the text one quickly discovers a richness and a wealth of approaches, structures and practice that are being discussed and addressed in the continent of Africa. I soon found myself engaged in the vastness of the topic.

The preface provides a backcloth and rationale for the book and states that 'the project emerged following 10 years of research in Corporate Governance'. The preface goes on to identify the role of the book in terms of the relationship between the global perspective and local cultural perspectives and discusses the imposition of globalised governance mechanisms, which are predominantly derived from mature economies, on developing countries. This is a specific point of analysis in the book.

The book initially provides a theoretical Foundation in which the conceptual framework of Corporate Governance and philosophical issues are discussed. The book then goes on to provide a number of case studies identifying critical issues on a range of countries in Africa.

Chapter 1 provides an introduction to the theoretical framework of corporate governance by linking social contracts and ethics with corporate governance.

Chapter 2 provides the paradigm of inquiry and lays down the philosophical underpinnings of the book with considerable reference to major philosophical work. The book adopts Critical Theory and Constructivism as the paradigm of inquiry for the case studies that follow.

Chapter 3 considers the ethical perspectives on Corporate Governance and begins by providing an overview of the main ethical perspectives thereon. The chapter begins by a discussion of the practical debate on Corporate Governance and assesses a range of definitions and codes around the world. The chapter then goes on to discuss the theoretical aspects of ethics from different perspectives.

Chapter 4 considers the evolution of Corporate Governance in the Egyptian banking sector and the developments in regulation over the past 17 years. The chapter discusses a range of pressures on the banking sector in Egypt from a number of sources including 'external' international regulatory bodies and 'internal' bodies.

#### Book Reviews

The chapter discusses some interesting cultural dimensions specific to Egypt.

Chapter 5 reviews the ethical dimensions of Corporate Governance in Ghana and tracks the historical developments over a 50 year period. The chapter discusses the impact of local cultural influences on board effectiveness and other relevant board issues and interestingly devotes four pages to the concept of gift giving and receiving in the Ghanaian context. The role of the Ghanaian government is also discussed at length.

Chapter 6 discusses Corporate Governance in Nigeria and begins with a review of the evolution of Corporate Governance over a 25 year period. A section of the Chapter is devoted to the regulation of the banking sector in Nigeria while the majority of the chapter considers Corporate Governance in the broader Nigerian context.

Chapter 7 provides an analysis of Corporate Governance in banking in The Gambia. Much of the Chapter is devoted to reviewing Corporate Governance in the general context while Corporate Governance in banking is considered in the closing section of the Chapter.

Chapter 8 considers Corporate Governance in South Africa focusing primarily on the King reports and provides an interesting review of the fundamentally African philosophy of Ubuntu, meaning 'the belief in a universal bond of sharing that connects all humanity' also considered as 'a person is a person through other people'.

Chapter 9 considers Corporate Governance in the Kenyan public sector. The chapter begins with the international context and historical legacies bearing down on Kenya and then goes on to explore Corporate Governance practice and ethical issues in Kenya through the mechanisms of a case study of the ministry of finance.

One sentence in the preface captures the essence of the book "good Corporate Governance practices may also determine ethical practices that undermine African capability and credibility in the international domain". In essence, this is what the book is about. Each chapter brings a depth of knowledge, understanding and experience specific to the relevant African jurisdiction and identifies the positive moves that are being made by many African countries as they grapple with a range of long-standing governance issues.

> Steve Letza Corporate Governance Business School Bournemouth University, UK