



2019 STUDENTS HAND BOOK – MEMBA

Pan-Atlantic University – Lagos Business School

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INTRODUCTION

The purpose of this document is to provide participants with a summary of the administrative policies and procedures governing the Master of Business Administration (MBA) programme at the Lagos Business School of the Pan-Atlantic University, Lagos.

This document contains important information on goals and general guidelines as well as academic standards and procedures governing the programme. These regulations and guidelines are subject to revision from time to time by the University. Any ratified version of this document by the Senate becomes immediately applicable to all currently enrolled and future participants.

Registration in the Programme implies the acceptance, by the participants, of the rules and regulations contained in this document. Participants are therefore encouraged to read this document **thoroughly**. Any queries or further clarification on any of the points contained herein should be directed to the Head of MBA Programmes.

PAN-ATLANTIC UNIVERSITY

Pan-Atlantic University (PAU) (formerly Pan-African University) was licensed to operate as a private university in January 2002. Pan-Atlantic University Foundation (PAUF), a non-profit foundation registered in Nigeria owns PAU. Alongside LBS, other PAU institutions include:

- School of Media and Communication (SMC)
- School of School of Management and Social Sciences (SMSS)
- Enterprise Development Centre (EDC)

LAGOS BUSINESS SCHOOL

Lagos Business School (LBS) is the graduate school of the Pan-Atlantic University, Nigeria. The school offers academic, executive and short focused programs in management that have been ranked among the best in Africa. The school was established in 1991 and is committed to teaching management with a humanistic approach, delivering general management education to high potential professionals across all levels in organizations, in a wide range of industry sectors.

LBS MISSION

LBS is a community of people committed to creating and transmitting management and business knowledge based on a Christian conception of man and economic activity and relevant to the Nigerian environment. We strive to be a world-class business school which will have a significant

impact on the practice of management in Nigeria.

In order to achieve this mission the School seeks to:

1. Provide high potential professionals with a general management education which stresses professional ethics and service to the community through the practice of management.
2. Have a positive impact on the professional and ethical standards of business management in Nigeria
3. Make intellectual contributions which
 - a) Support the practice of management;
 - b) Contribute to the advancement of the management disciplines; and
 - c) create high quality teaching materials.

The pursuance of the School's mission led to the application by the former owners of the university, African Development Foundation (ADF) to the Federal Government of Nigeria for the establishment of *Pan-Atlantic University* to run formal postgraduate degree programmes. The programmes were geared towards the provision of a solid foundation in theoretical and practical management to a large group, thus providing the nation and Africa with the needed manpower to lead sustainable economic growth. The Federal Government granted the approval for the establishment of the university in January 2002.

LBS VALUES

The following are the values that guide activities in LBS:

- Professionalism
- Community
- Spirit of Service
- Integrity
- Mutual Respect

THE MODULAR EXECUTIVE MBA PROGRAMME

This programme is especially suited for managers who hold positions of responsibility in companies where they have good career prospects. The Programme is part-time and will run for 24 calendar months. Each year of 12 months is equivalent to 6 weeks of lectures spread over three semesters. A semester is approximately 2 weeks of lectures.

Classes will hold in one week of any two months during the semester. During the last year of the programme, participants are expected to carry out an approved project under supervision and undertake a compulsory one week educational study in a foreign institution.

MEMBA MISSION

The LBS Modular Executive Masters in Business Administration (MEMBA) program is designed to provide senior managers with a blended approach to learning the principles of management in order to strengthen their managerial and leadership competencies. The program has been designed in a blended fashion to stimulate the ability of managers to implement innovative management ideas in the workplace.

The primary goal of the program is to enhance the quality of business leadership in the African continent. The African business environment has long suffered a dearth of qualified managers who can provide strategic direction for the growth of national economies. The MEMBA program has been designed to fill this gap through the exposure of senior managers and executives to new business thinking and models that will propel businesses in a new trajectory and contribute to the economic growth of national economies.

PHILOSOPHICAL FOUNDATIONS OF THE PROGRAMME

LBS welcome and encourage a wide pluralism of views and methods among its lecturers. But in order to carry out its mission LBS also want to ensure a basic coherence among all the aspects of the teaching imparted in the School.

At LBS, the fundamental unifying factor is provided by the Christian vision of man, society and economic activity, a view that can be shared by all people who, independently of their religious beliefs, recognise a spiritual dimension in human beings.

The following are the basic principles which inform the teaching imparted in the MBA programme:

a) Human beings are moral beings whose behaviour is not mechanically determined by either internal or external factors and who cannot attain fulfilment if they restrict their activity to the pursuit of their own individual interests.

b) The purpose of business organizations is not restricted to producing profits for their owners nor can the objective of maximizing profit be the supreme standard of the decision. Business organizations are members of larger societies and must contribute to their common good. The activities of business organizations must also be compatible with - and contribute to - the full human development of those who work in them.

c) Business organizations are not mere production units. First and foremost they must be human communities where all have an opportunity to participate and contribute responsibly to the common good of the organization and that of society.

d) Business organizations are not justified in creating and marketing products or services by the mere fact that a demand for them exists or can be created. The value of the organization's activity ultimately depends on its serving authentic human needs and values.

e) Business organizations must respect the dignity of all the human persons (employees, customers, suppliers...) with whom they relate in the exercise of their activity. A person's dignity is not respected when one chooses to harm him or her, even if this is done as a means to attain some desirable objective. When harm to a person results as a collateral effect of an action which pursues other objectives, the dignity of the person harmed is not respected if that action has been performed without a serious, proportionate reason.

MBA HIGHLIGHTS

A Good Foundation In General Management

The MBA from the Lagos Business School is designed to equip participants with a thorough knowledge of main business disciplines, analytical competencies and problem-solving capabilities. They will have an understanding of advances in information technology and be able to effectively integrate the innovation into their decision-making process. Leadership skills, negotiation skills and an ability to communicate efficiently both orally and in writing are some of the invaluable skills built on the programme.

Case Studies, Teaching Materials and Simulations

The MBA participants benefit from courses that are practical and relevant to the business world. The school leans heavily on the case study method of teaching. The cases are taken from real business scenarios. This gives the participants an opportunity to share their own experiences, dialogue and exchange ideas. They become equipped with the knowledge, the skills and confidence to identify problems, implement plans and effectively make business decisions. The case study method of teaching ensures that they think critically and strategically and make positive learning contributions. The participants learn not only from the facilitator but also from each other. The method has greatly enhanced learning that last and also contributed to the richness of the programme.

Cases are both local and international and address business at all levels. Regularly, new cases are being developed by the faculty.

Engaging and interactive computer-based business simulations are also used to help participants practice making business decisions while assessing changing industry and competitive conditions. This integrated simulation gives a clear understanding of the different functional areas of a business.

Teamwork Skills

Individual and team work are encouraged. Hence, the MBA class is split into work groups for the purpose of preparing cases and working on projects. In constituting these work groups, the educational backgrounds of participants are taken into cognizance so that everyone can contribute maximally in the case preparations and can benefit optimally from the discussions. Teamwork is greatly encouraged due to the integral role it plays in the success of businesses worldwide.

LEARNING OBJECTIVES

An integrated view of functional areas of business

As globalization and competition of businesses increase in Africa, it is important for our graduates to have a big picture of the business beyond their functional areas of managerial competence. This will help our graduates see the interconnectedness of various functional areas of business. Graduates will have a well-rounded knowledge of the main business disciplines, embodying an understanding of their theoretical foundations, as well as the ability to apply this knowledge to actual problems.

Data Driven Approach to Organizational problem solving

Graduates are expected to exhibit problem solving capacities through, innovative and critical connections among diverse fields of study. They are expected to develop the capacity to perceive relevant business problems and situations that have broader implications for businesses. This encompassing new perspective should be based on concrete data relevant to the operation of the business taking into cognizance internal and external factors.

Decision making based on analytical competence

Graduates should have developed the capacity to apply relevant tools of economic, financial and quantitative analysis. Business decisions should be based on good analysis that ensures the economic viability and sustainability of the firm. This is a critical skill for our graduates because running a business is always about making decisions that will affect the bottom-line of the organization.

A blend of global and local perspectives to business

Graduates should have a global and local perspective, based on an understanding of both the domestic and global environments of the organization and an acquaintance with current African and global best practices.

Ethical standards

Graduates should have internalized high standards of professional ethics. They should see the management profession as an opportunity of service to society and to the other members of the organisations in which they work.

Behavioural skills/Learning Outcomes

MEMBA Graduates will demonstrate excellence in the following:

An integrated view of functional areas of business

Objective 1: Students gain self-awareness in their roles as leaders and leaders of people in the organization.

Objective 2: Students value diverse perspectives and skill sets, and work collaboratively in a variety of contexts and situations.

Data Driven Approach to Organizational Problem Solving

Objective 1: Students employ a deep understanding and knowledge of organization as bedrock for proffering winning solutions.

Objective 2: Students make decisions that shape comprehensive responses to business challenges and opportunities.

Decision making based on analytical competence

Objective 1: Students investigate innovation in contemporary practices and intellectual traditions.

Objective 2: Students make competent and sound business decisions in order to create and sustain economic wellbeing of an organization.

A blend of global and local perspectives to business

Objective 1: Students combine their new knowledge, extensive experiences and experiential projects to address organizational challenges taking cognizance of local relevance and international perspectives.

Objective 2: Students act on opportunities in the complex and changing global environment.

Ethical standards

Objective 1: Students make competent and ethical decisions in order to create and sustain economic, social and environmental value.

Additional Behavioral Skills

- Have well-developed work habits;
- have the ability to utilize leadership skills effectively;
- interact effectively in group situations;
- be able to manage in culturally diverse environments;
- have the ability to help others develop their skills;
- possess the capacity to resolve conflict effectively; and
- be able to communicate efficiently both orally and in writing.

PEDAGOGICAL METHODOLOGY

A number of courses focus totally, or at least predominantly, on theoretical work. Such courses include Quantitative Analysis; Corporate Financial Accounting; Cost and Management Accounting; Economic Environment of Business; Social and Political Environment of Business; Corporate Finance; The Financial Structure of the Firm; Business Ethics; and Business Law.

All other courses must provide enough advanced expository material on the main theories and standard methods in the relevant discipline either through the provision of a basic textbook or through a sufficient number of technical notes. Also every course will devote a significant proportion of session time to the discussion of basic theory and methodological material; this will be done by devoting some sessions entirely to a discussion of theory material, and by dedicating the last part of every session to a theoretical reflection component.

The use of case studies makes participants familiar with Nigerian and global best practices and develops the participants' problem-solving capabilities, analytical competence, and several key behavioural skills.

Other active methods such as frequent group work, simulations, and role-playing are also used at several stages in the programme.

The participants are helped to develop their awareness of professional ethics and to develop key behavioural skills through the help of individual faculty advisors who work personally with each participant throughout the programme.

ADMISSION REQUIREMENTS

- Candidates for admission into the Executive MBA programme must satisfy the following requirements.
- Credit passes in English and Mathematics at O'Level.
- At least a second class lower university degree from a recognized university; or a Higher National Diploma together with a postgraduate diploma; or an acceptable professional qualification together with a postgraduate diploma.
- At least seven years of professional experience.

- A satisfactory performance at the university’s admission test or the GMAT
- Satisfactory evaluation of the candidate’s intellectual capacity, professionalism, maturity, past professional experience and motivation for work, through an interview.
- As candidates will have to combine the demands of the programme with their work, an explicit approval of the company allowing the candidates to undertake these studies will also be required.

GRADUATION REQUIREMENTS

The total number of credit units for completion of the programme is 72.

CLASSIFICATION OF DEGREE

The degree is not classified.

MEMBA 2018/2019 ACADEMIC CALENDAR

MEMBA 7 (4 Sessions per day on Intensive Week)	
	Year 1
Orientation	10 & 11 August 2018
First Semester	
Pre-Module Learning - Online	July 13 - August 4, 2018
1st Intensive week (on Campus)	13 - 18 August 2018
Online Discussions/ Webinars	August 27 - September 9, 2018
2nd Intensive week (on Campus)	17 - 22 September 2018
Online Discussions/ Webinars	October 8 -20, 2018
3rd Intensive week - on Campus	12 - 16 November 2018
Post Module Practise Base - Online	November 26, 2018
Examination	November 4 & January 13, 2018

Second Semester	
Pre-Module Learning - Online	Oct 22 - Nov 4, 2018
1st Intensive week (on Campus)	16 - 17 November 2018
Pre-Module Learning - Online	Nov 26 - Dec 15, 2018
2nd Intensive week (on Campus)	14 - 19 January 2019
Online Discussions/Webinars	January 28 - March 9, 2019
3rd Intensive week - on Campus	18 - 23 March 2019
4th Intensive week - on Campus	13-14 May 2019
Post Module Practise Base - Online	May 27, 2019
Examination	May 11 & July 6, 2019
Third Semester	
Pre-Module Learning - Online	April 1 - May 4, 2019
1st Intensive week (on Campus)	15 - 18 May 2019
Online Discussions/Webinars	27 May - June 29, 2019
2nd Intensive week (on Campus)	8 - 13 July 2019
Online Discussions/Webinars	July 22 - September 7, 2019
3rd Intensive week - on Campus	16 - 21 September 2019
4th Intensive week - on Campus	18 - 23 November 2019
Life Project	12 - 13 July 2019
Post Module Practise Base	September 30, 2019
Examination (Take Home)	Nov 16, 2019 & Jan 18, 2020

MEMBA CURRICULUM

YEAR	SEMESTER	MEMBA COURSES	CREDITS
Year 1	1st Semester	Analysis of business problems	3
		Corporate Financial Accounting	3

		Quantitative Analysis for Business Decisions	3
		Management Communication	3
	2nd Semester	Cost & Management Accounting	3
		Business Ethics	3
		Operations Management	3
		Introduction to Marketing	3
	3rd Semester	Human Behaviour In Organisations	3
		Entrepreneurship	1.5
		Operations Strategy	3
		Organisational Leadership	1.5

Year 2	1st Semester	Life Project Module	1.5
		Economic Environment of Global Business	3
		Strategic Management	3
		Introduction to Financial Management	3
	2nd Semester	Corporate Financial Management (CFM)	3
		Social and Political Environment of Business	3
		Digital Business and Technology Management	1.5
		Human Resource Management	3
	3rd Semester	Business Plan (Final Year Project)*	6
		International Business	1.5
		International Study Trip	3
		<u>Electives:</u>	
		Agri-Business Management	1.5
		Managing Business Risk in Africa	1.5
		Family Business Management in Africa	1.5

* The Business Plan is researched and written during the last two semesters of the programme

COURSE DESCRIPTIONS

FIRST YEAR – 1ST SEMESTER COURSES

Analysis of Business Problems (ABP), 3 credits

This course is intended to develop a participant's basic ability to think about complex real-world business problems. At the same time it serves as an introduction to the use of the case method. The different stages involved in making decisions and implementing them are considered: defining the problem(s), establishing the criteria (both quantitative and qualitative), designing alternative solutions, and making a decision based on both objective and subjective criteria; and the ease of successful implementation of the solution chosen. Special attention is also given to evaluating proposals and setting criteria for decision making.

Corporate Financial Accounting (CFA), 3 credits

This course considers the framework of Financial Accounting (Legal International and Local Standards, Business and Professional Requirements). It defines and explains the purpose of Balance Sheet; and Profit and Loss Account. It explores the functionality of Accrual Adjustments, Financial Statement Preparation and Financial Statement Analysis.

Management Communication (MC), 3 credits

Management Communication is designed to improve managers' Intra- and Interpersonal Skills, address the Principles of Business Writing (Letters, Memos, and Reports), Interviewing Skills, and Persuasive Skills: Credibility, Argumentation, Emotional Intelligence, Oral Presentation Skills and handling Interpersonal Conflicts

Quantitative Analysis for Business Decisions (QA), 3 credits

The course aims at developing students' skills in innovative and comprehensive methods needed for comparing different decision alternatives inherent in business problems. It analyzes decision choices through quantitative consideration of their inherent risks and uncertainties, and how these factors can be used in formulating investment strategies.

Each aspect of the course is made practical through case studies. At the end of the course, students should be able to: define a business problem, Identify possible decision alternatives, Highlight possible outcomes, Quantify profit or loss (or any other measure of value) for each alternative, Determine or estimate the probability of occurrence of each possible outcome, Compute a weighted average profit or loss (or any other measure of value) for each decision alternative and Choose the appropriate decision alternative taking into consideration the above analyses.

FIRST YEAR – 2ND SEMESTER COURSES

Operations Management (OM), 3 credits

How we manage productive resources is critical to strategic growth and competitiveness. Operations management is the managing of these productive resources to achieve customer needs. It entails the design and control of systems responsible for the productive use of raw materials, human resources, equipment, and facilities in the development of a product or service. The operations management is designed to enable the candidates acquire the tools and skills for managing the productive resources. The sessions will include: Introduction to Operations Management, Process Flow Analysis Techniques, Concept of Bottleneck & Process Improvement, Queues and Waiting Lines, etcetera.

Business Ethics (BE), 3 credits

The Business Ethics modules covers Fundamental Ethics Principles, Ultimate Objective(s) of Business Firms, Responsibilities of the Firm Towards Its Customers, Responsibilities of the Firm Towards Its Investors and Creditors; Financial Reporting, Responsibilities of the Firm Towards Its Employees, Responsibilities of the Firm Towards the Communities in which it Operates, Principles among the Responsibilities of the Firm and the Responsibilities of the Manager Towards his/her Firm.

Cost & Management Accounting (CMA), 3 credits

This module examines the role of Management Accounting in an organization, Information in the Development and Implementation of a Firm's Business Strategy, Cost Structures and Definitions, Key Themes of Strategic Cost Management, Relevant Costs for Decision Making, Cost Analysis and Break-Even Point, Contribution Margin Analysis, Decisions at Capacity and at Under-Capacity, Products, Pricing and Customer Mix Decisions. Cost Centers, Opportunity Costs, Joint Costs and By-Products, Design and Implementation of Cost Systems; Cost Allocation to Products, Activity Based Costing, The Budgeting Process; Standard Costing and Variance Analysis.

Introduction to Marketing Management (MKT), 3 credits

Effective marketing management is the key driving force in today's global business environment. In good times and bad, marketing management is a necessity if a business is going to survive and thrive. It is a key contributing factor to sustainable success and makes the difference between successful companies and those which fail to grow. The sessions include: Marketing Planning, Marketing Implementation, Marketing Control, Product/Brand Management, and Introduction to Marketing Decisions; Segmentation Targeting and Positioning, Product Pricing Placing and Promotion Decisions etcetera.

FIRST YEAR - 3RD SEMESTER COURSES

Human Behaviour in Organizations (HBO) – 3 credits

This course covers various issues on the management of individuals, groups and organisations. It is aimed at increasing the personal effectiveness and skill of participants in understanding, analysing and managing people in organizations. The topics covered in the course are Introduction to Human Problems in Organizations, The Role of the Manager; Motivation, Group Dynamics, Delegation, Management Style, Power and Authority. Organizational Structure; Organizational Forms: Functional, Divisional, Matrix, Networks etcetera.

Operations Strategy (OPS), 3 credits

The course focuses on the relationship between operations and the other management functions in contributing to building a competitive advantage in the market place. Also, the course will examine the purpose of operations in relation to purpose of the company (i.e. corporate goals and strategy). It will provide the students with the framework to understand how to attain competitive advantage through the operations strategy of the firm. The course is structured into three modules: The components of operations strategy and how to position the Company competitively in its chosen field of business; Strategic Management of the Supply network and Logistics, and Competing Through quality and other strategic initiatives (e.g. process improvements, etc.)

Organizational Leadership – 1.5 Credits

The primary purpose of this course is to help participants become highly effective and responsible leaders in an increasingly complex and changing environment. It encompasses: Introduction to leadership; the Challenge of Leadership; an Organization's Leadership Brand; Change and transformation; Equipping and Empowering for Change; managing change process; common pitfalls in leading change and how.

Entrepreneurship (ENT) 1.5 credits

This course is designed to equip you with entrepreneurial skills required to identify value-creating opportunities and execute successfully. Here, success is defined as creating significant value for the customer and as a result of this, reaping good returns from the business. The objective of the course includes: Developing the skills to sustain a profitable venture by Creating customer value, Creating a committed workforce; understanding the values and components of entrepreneurial leadership, Learning to write winning business plans, Implementing entrepreneurial ideas within an organization (Corporate Venturing/ Intrapreneurship) as well as independently, and Strategies for surviving macroeconomic challenges.

SECOND YEAR – 1ST SEMESTER COURSES

Financial Management (FM) 3 credits

Financial management introduces participants to the essential principles of Financial Analysis and Diagnostics, Financial Forecasting, Working Capital Management, Sustainable Growth, Receivables Management, Credit Policy, Investment Analysis and Capital Budgeting. It enables participants understand how the operations of a firm is funded through working capitals, and also explores how substantial financial investment could be achieved through proper investment appraisals etcetera.

Economic Environment of Business (EEB) – 3 credits

This course is designed to enable managers gain a clear insight into the microeconomic environment of business and the macroeconomic risk environment. The course deals with decision making at the household level and firm level as well as the risk-operating environment. Issues dealt within the course include the application of economic methodology to decision-making problems faced by public, private and non-profit institutions. The course is in four modules as follows: Business in a Market Environment, Relationship between Business and Government, Responding to the Regulatory Environment and Macroeconomic Risk Management.

Strategic Management (SM) 3 credits

Thinking strategically is a difficult skill to master. The objective of this course in **Strategic Management** is to push students to think strategically in different situations. The course will introduce you to a coherent framework of Value Creation and Value Appropriation and related concepts that are used to analyze the competitive environment of a firm and its internal strengths and weaknesses. We expect you to be able to deal with the basic strategy concepts introduced. Nevertheless, they remain tools, which should aid you in becoming better strategic thinkers. The main objective of this course is to learn how to formulate a strategy that will shape the future environment of the firm, taking into account all the relevant strategic variables in a consistent way.

SECOND YEAR – 2ND SEMESTER COURSES

Corporate Financial Management (CFM), 3 credits

Having understood the introduction to financial management, we move on to Corporate Financial Management. This course will explore the company's debt policy, effects of debt tax shield, Bonds: General Characteristics and Valuation; Bond Analysis; the Bond Market and the Interest Rate Yield Curve, Stocks: General Characteristics and Valuation. Cost of Equity: Diversification, the Capital

Asset Pricing Model and Cost of Equity Capital. Dividend Policy: Retained Earnings vs. Dividend Policy; effects of Valuation Criteria on Potential Acquisitions; Mergers, Acquisitions, Management Buy-Outs and Leveraged Buy-outs; Economic Value Added, Market Efficiency and its Implications for Practitioners.

Business Law (BL) 3 credits

Business Law for Executive MBA aims to help executives to effectively deal with all kinds of commercial transactions in which they may accept personal or corporate liability. The course is designed to be practical. It will not and does not attempt to turn you into corporate lawyers. It should however raise your awareness of certain issues that are relevant to business so that you can react knowledgeably when faced with certain situations or problems, and make decisions required of you as managers. Instead of viewing law as that which constrains the executive, this course will seek to explain how legally astute executives can help shape the legal environment in which they do business and embrace the tools and opportunities the law offers to manage their businesses more effectively. The end result should be an increase in the executive's ability to use the law strategically. This will be manifested in their ability to use intellectual property protection to maximize intangible assets; preserve brand equity; manage disputes, deal effectively with labour relations, etc.

Digital Business and Technology Management (DBTM) 3 credits

The Digital Business and Technology Management (DBTM) module is not about ICT, but focuses on the decisions and processes business managers engage in building digital businesses – digital transformation. As such, IT professionals will not have any “unfair” advantages. The focus of this module is to introduce the digital business perspective from the general manager's viewpoint – providing insights into digital transformation and management questions such as: What do I need to know and do to ensure appropriate digital initiatives are used effectively to drive business objectives and impact? For the IT manager, the course also provides insights into the scope and role of IT in the organisation to make them better managers of IT.

Social and Political Environment of Business (SPEB) 3 credits

This course seeks to provide a clear understanding of the dynamic social, political and economic environment of the firm. A good knowledge of the relationship between government, business and society, trends in national strategy within the context of a changing international environment and their implications for the firm is imperative for the strategically minded general manager. It is designed to help managers understand the forces that shape those trends, adapt strategy as appropriate and identify a broad range of stakeholders in the environment of the firm with a view to enhancing the capacity for managing relationships with these stakeholders.

SECOND YEAR – 3RD SEMESTER COURSES

Human Resource Management (HRM) 3 credits

This HRM course has been carefully designed to help you develop the core people management competencies you need to succeed as a manager. The overarching theme of the 20 sessions in this course is that people are essential agents for the success of the strategy of any organisation, and that by managing them purposefully, they can be a source of sustainable competitive advantage. You will gain a deep understanding of the key issues, trends and challenges associated with managing people in organisations, in five key areas: resourcing and talent management, performance management, reward management, human capital development, and employee relations. The HRM course builds on two foundational core courses: Human Behaviour in Organisations I and II, and enlists the disciplines of economics, social psychology, and sociology.

Negotiation (NEG) 1.5 - credits

The purpose of the course is to enable the individual identify the numerous opportunities and imperatives for negotiation and to assist the individual and the organization in turning negotiation into a winning corporate capability. In today's world, research evidence has shown that every person (Legal and human) exists in a complex web of relationships formed, one at a time, through NEGOTIATION. As more relationships become necessary, and are entered into, they are preceded by and arise out of further negotiations. Purchasing and sales agreements are negotiated with vendors, marketing arrangements are negotiated with Agencies and third parties. Wages, salaries and employment terms are negotiated with unions or individual employees. Conflict situations are settled through negotiations and assisted negotiations. Taken together the thousands of negotiations an organization engages in have an enormous effect on both its strategy and its bottom line.

International Business Management (IBM) - 3 credits

This course focuses on the environment of international business. It considers the activities of multinational firms and government policies toward them, drawing policy implications for the management of these enterprises. The course explores theories of international trade, foreign direct investment, international financial institutions, differences in political economy and culture, barriers to trade, foreign exchange, business-government relations, and the strategic alternatives available to companies operating in the global economy. It goes on to consider strategic options for the major functions of marketing, manufacturing, materials management, research and development, human resources, and finance, relating them to the firm's overall global strategy.

Managing Business Risk In Africa - 1.5 credits

The course seeks to provide detailed understanding of issues in Risk Management in Africa. It builds on three modules- Strategy, International Business and Social, Political and Economic Environment of Business (SPEB) but with a particular focus on both the macro and micro risk issues that businesses face in Africa. In addition to a good examination of the different types of internal and external risks, and their correlations, the course provides a deep analysis of the link between risk and strategy, key risks faced by firms in Africa and then the non-market factors that can lead to business risks.

In examining the different types of risks, their causes and solutions, a special emphasis will be on operational risk to show that it is the fulcrum upon which the effective management of all other types of risks depends. The causes of operational risk (people, processes, systems and external events) will be further examined to show that they are also the assets or solutions for effective risk management. A further attention will be given to people's risk as the most critical cause and asset for effective risk management.

Agri-Business Management - 1.5 credits

The course Agribusiness Management Programme (AGMP) is a course that prepares participants who are interested in understanding the ins and outs of a typical agribusiness value chain in Africa. The agribusiness programme informs participants about the business aspect of farming and the related sectors that make up the agribusiness value chain.

The elective prepares MBA and Executive MBA students for career in agribusiness which include; land management, direct farming, food processing, distribution, storage, financing, training, logistics, equipment distribution and animal grazing. The programme consists of 3 modular blocks to be taught in 14 sessions. Modular Block One focuses on the critical thinking and introduction to Agribusiness value chain Modular Block Two focuses on entrepreneurial mind-set in agribusiness while Modular Block three focuses on operational excellence in agribusiness value chain.

The course also exposes participants to new innovation in agribusiness, new markets, standardization and local and international operating environment. This course sits on three major learning models- critical and strategic thinking in agribusiness, entrepreneurial mind-set and operational excellence in agribusiness operation. The goal of the agribusiness course is to provide full time MBA students and Executive MBA students with the requisite knowledge that will prepare them for positions in agricultural, food processing and/or food related business.

Family Business Management In Africa - 1.5 credits

This course prepares students to understand the unique dynamics of family business, and provides them with the tools, experience and focus to help them optimize the positive forces in running family enterprises, while anticipating and minimizing any conflicts and build lasting value.

The course is directed towards students who will enter into the management of family businesses, either their own family's or someone else's, and students who will do business with family firms, consult to them, work with them in private wealth management, mergers and acquisitions, banking, consulting, outsourcing, etc.

Life Project (LP) - 1.5 credit

This module is designed to help participants to set themselves realistic goals for both their professional and personal life(s), based on the right values and on their strengths, taking account of their weaknesses but also of the resources available for them to move forward towards ambitious goals. More so, participants will be required to work out a personal career plan as well as a family plan on the basis of an analysis of their strengths, weaknesses, opportunities and threats. The teaching methods used include a case study, tools for self-assessment, feedback from classmates, tools for feedback from others, and working sessions.

Business Plan (BP) 6 credits

The Final Year Business Plan is a compulsory aspect of the MEMBA programme aimed at enhancing the participant's academic and professional development. The Business Plan is researched and written during the last two terms of the programme. Participants work in groups under supervision by a faculty member to prepare a business plan for a business of their choice. This process enables each participant to put into practice the knowledge acquired during the first and second years of the programme in developing a viable business plan. Though participants work in groups, emphasis is placed on individual contributions within the group in order to ensure appropriate learning is accomplished.

One Week Study Trip Abroad 6 credits

The MEMBA Programme is enriched with varieties of learning methods, networking activities and empirical projects that yield effective results during and on completion of the programme; it expands the horizon, perspectives of both intra-preneurs and entrepreneurs. Embedded in this enriched programme is a compulsory trip abroad. Participants in various programs from Lagos Business School have been participating in several trips abroad, more so is a red tape experience for the pioneer Modular Executive MBA (MEMBA) set, who flew to one of world's most admirable city state – Singapore in partnership with Nanyang Technology University for a one-week abroad study trip and networking sessions with Singaporean Executive Professionals and Business men. The week study trip is a compulsory aspect of the programme that exposes the participants to other country's business and corporate culture. Evident is the benefit to organizations that may desire to expand their businesses globally; and for executives to have wider networks.

PROGRAMME POLICIES

1 - REGISTRATION

All candidates shall register for the programme.

1.1 Procedure for Registration

Each participant is required to register for classes each semester. Registration should be completed before the end of first week of the semester. Participants will be considered duly registered after:

- Completion of the prescribed forms obtainable from the School
- Submission of the duly completed registration form to the School
- Full payment of the school fees

1.2 Deadline for Registration

All registration formalities shall be completed within one week of the beginning of the first semester. Failure to register during the open registration period may attract a late registration fee of N15,000.00

1.3 Renewal of Registration

Participants shall renew their registration at the beginning of each semester until the end of the programme.

1.4 Categories of Courses

All courses in the Programme are compulsory. Participants must register for, and pass all courses in order to graduate.

1.5 Change of Name by Participants

All participants should graduate with the names with which they are admitted to the University. Only female participants may, as a result of change in marital status, and with acceptable documentary proof, be allowed to change their names.

2 ACADEMIC STANDARDS

2.1 Standards for Award of an MBA Degree

Award of the degree of Master in Business Administration means that the student has the required knowledge, abilities, personal integrity and understanding to a degree considered sufficient to constitute the foundation for a competent and responsible career as a manager.

Specifically, this implies that the candidate has been evaluated during the MEMBA Programme on the following dimensions:

- Intellectual capacity: the candidate's ability to benefit from the academic work of the MEMBA Programme and to continue to grow in professional competence throughout his/her career;
- Possession of a body of knowledge as well as skills, abilities and techniques that enable a manager to put acquired knowledge into practice;
- Development of a set of personal qualities, such as professionalism, maturity, motivation for work, a sense of responsibility toward others, and the capacity to work effectively, alone or with others, without detailed supervision.

The candidate's actual or potential performance along each of these dimensions is subject to evaluation upon admission to the Programme and throughout the period of academic work at the School.

The Faculty Board has the responsibility of recommending to Senate, applicants who possess the basic intellectual capacity as well as potentials along the other dimensions. Throughout the first year, the Faculty Board is concerned with the participants' performance; ensuring that participants have the required intellectual capacity, knowledge, and skills upon which to build subsequent work. The candidate's actual and/or potential performance along the third dimension is evaluated. During the second year of the Programme, evaluations will cover all dimensions but primary emphasis will be placed on criteria ii) and iii) above.

3 Course Requirements

The programme requires the completion of all core courses included in the curriculum in the first and second years. Elective courses are offered to participants to choose from in the last semester of second year. LBS reserves the right to introduce new electives deemed relevant to the career development of participants. Similarly, electives offered in the past year may be cancelled in the current year. Furthermore, the School reserves the right to withdraw electives lacking a minimum number of enrolments in any given semester during the second year.

Changes in electives selected for a semester are not allowed once course registration forms have been submitted to the Programme Manager. Participants who decide not to attend courses already registered for will be deemed to have taken the course and awarded grades will reflect in issued transcript.

In the case of deferments, the time spent on the programme will be prorated; in all, participants are required to spend a minimum of 24 calendar months on the programme to obtain the MEMBA degree.

4 GRADES

4.1 Course Grades

The Grading System shall be a combination of class participation and written assessment(s). At the end of each course, the Lecturer will assign each student one of six grades, designated as

“A”, “B”, “C”, or “F”.

GRADING SCALE

Scoring grades of courses is as follows:

<u>%Score</u>	<u>Letter Grades</u>	<u>Grade Points</u>
70 and above	A	5
60 – 69	B	4
50 – 59	C	3
45 – 49	D	2
40 – 44	E	1
0 - 39	F	0

The minimum pass mark in any course is 50% which corresponds to ‘C’ grade.

Grade “A” will be assigned to participants with percentage marks of 70 and above.

Grade “B” will be assigned to participants who score between 60 to 69 percent in the course.

Grade “C” will be assigned to participants with percentage marks of between 50 and 59.

Grade “F” will be assigned to participants who score between 0 and 49.

4.2 Repeating a course

The minimum pass mark is 50%, participants who obtain less than 50% will get “F” grade. F grade in a course in any given term due to poor performance will be expected to repeat the entire course in the next academic year. Thus, participants re-registering for a course will not be permitted to register concurrently for courses offered in two separate years. In other words, no student can register anew for a course failed in the first year while registered for second year courses.

Participants who accumulated F’s will be reviewed under the regulations of the academic policy (see Section 8.3 below)

In the event of a 'no show', i.e. if a participant does not appear for an exam, without prior approved due cause, the status assigned to the participant shall be equivalent to an F grade.

Absence from an examination in the first instance with or without due cause will result in taking the examination the next time the course is offered in any of the MBA programmes.

4.3 Prior Approved Due Cause

A due cause can be approved only when notification is received in advance and then only by the joint agreement of the facilitator and the MBA director, except where one of them is absent.

Due cause envisages only extreme circumstances (such as bereavement or illness) and presupposes a written application made in order to get the permission to miss the exam.

5. MINIMUM ACADEMIC REQUIREMENTS

5.1 First Year

At the end of the first year, any student who has accumulated four or more "F" grades before repeating the courses in the next academic year will be required to undergo the review process described in Section 8.3 below.

5.2 Second Year

Participants who earn three or more "F" grades in any one semester of the second year will undergo the review process described below.

5.3 The Review Process

A Review Committee appointed by the Faculty Board administers the Review Process. The Committee shall include the MBA Director, and two lecturers who must have taught the student in the year or semester of review. The process will consist of a written and an oral examination. The Committee will evaluate each participant's case and circumstances to decide which examination the student should take. The written examination will be graded as explained in Section 4.1 above.

The Committee could reach any of the following decisions:

1. The participant continues on the programme without any conditions
2. The participant continues on the programme subject to some performance conditions specified by the Committee
3. Temporary withdrawal from the programme
4. Definitive withdrawal from the programme; expulsion from LBS
5. The participant registers anew for one or more courses failed in the first attempt.

In the Executive MBA Programme of the Pan-Atlantic University, decisions on the academic standing of a participant are not based exclusively on the number of times a participant has failed a course nor on the participant's cumulative GPA. The Review Committee also assesses the factors mentioned in Section 5.1) of this document - Standards for the Award of an MBA Degree – and the ability of the participant to continue the programme in good standing.

If at the end of the review process, the Committee concludes that the student should withdraw temporarily or permanently from the Programme, it will recommend such an action to the Faculty Board.

The Faculty Board must ensure that consistent and equitable standards are applied across the entire Programme. In addition, the Faculty Board shall review the performance of each student on a regular basis in order to identify those who have come close to failing to meet the minimum standards and to inform them of their situation in the Programme.

The position of a student in the Programme is reviewed in the following circumstances:

- When at the end of the first year of the Programme the student has accumulated four or more “F”s.
- When in any semester of the second year of the Programme the student obtains three or more “F”s.
- When at any point during the first year of the Programme the student has already accumulated four or more “F” grades and in the opinion of the MBA Director the review process should be started without further delay.

In the case of a student whose performance is clearly below the minimum academic requirements set for the Programme, the MBA Director might, at the end of the semester propose that he/she be asked to withdraw from the Programme. This course of action might be undertaken, for example, due to a disproportionate amount of absences from class, repeated poor level of class preparation, etc. In such cases, the Faculty Board will open the academic review process.

5.4 SMP Certificate

Participants who want to convert their MBA certificate to SMP certificate must pass their first year courses before they can be given the SMP certificate.

5.5 Readmission of Participants with Performance Difficulties

Participants who have had to withdraw from the Programme because of performance difficulties can apply for re-admission provided that they have completed all courses in the first year of the Programme. Re-admission can only take place within four years from the date of withdrawal from the School and after at least one year after the said academic difficulties took place.

Participants who had performance difficulties in the course of the second year of the Programme can apply for re-admission to the semester when the said difficulties took place. Re-admission can take place after one year from the date of withdrawal from the Programme.

Application for re-admission to the Programme must be made and must include a summary of all professional activities carried out by the student from the date of his/her withdrawal from the Programme. The application should be submitted to the Faculty Board, through the MBA Director.

5.6 Programme Withdrawal and Deferment

A participant who wishes to withdraw from the Programme should see the MBA Director and be informed of his/her situation as regards re-admission to the Programme. An application for re-admission will be required.

5.6.1 Deferring before commencement of the programme:

Where a student wishes to defer an offer of admission before the commencement of the programme, a letter to this effect should be written to the MBA Director. The first semester's fee must be paid to guarantee a space in the year in which the student is requesting to take up the admission (this should not exceed 4 years from the year of initial admission). The fees paid will form part of the going fees at the time of taking up the admission.

In addition, a non-refundable deferment charge of 10% of the current annual fees for the programme shall be payable.

5.6.2 Deferring after commencement of the programme:

Where a student wishes to defer after commencement of the programme, he/she will be required to pay a non-refundable deferment charge to guarantee re-admission. The deferment charge is equivalent to 20% of the annual fees in the year in which the deferment is requested.

The fees paid for the semester in which the deferment is sought shall be deemed to have lapsed at the end of the semester and shall not be carried forward as part of the fees payable at the time of re-joining the programme.

The **deferment charge** paid is not an advance for the school fees due upon return, and re-admission must be within 4 years of initial registration on the programme. Failure to pay the

charge will imply losing the offer of admission and re-applications made would be referred to the Faculty Board for consideration.

5.6.3 Withdrawing from the programme:

Participants withdrawing completely from the programme in any semester are not entitled to a refund of fees for the semester in which the withdrawal takes place.