



PMBA Student Policies and Procedures Handbook

Pan-Atlantic University – Lagos Business School

2020

[Table of Contents](#)

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, 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 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 are 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 organisations, 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.

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 human resources to lead sustainable economic growth. The Federal Government approved 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

PHILOSOPHICAL FOUNDATIONS OF THE PROGRAMME

LBS welcome and encourage a broad pluralism of views and methods among its lecturers. But to carry out its mission LBS also want to ensure an essentially 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 programmes:

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

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

c) Business organisations 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 organisation and that of society.

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

e) Business organisations 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 goals, the dignity of the person harmed is not respected if that action are performed without a severe and proportionate reason.

PROGRAMME INFORMATION

Professional MBA (PMBA)

This programme is intended to provide a solid foundation in general management for young working professionals who desire a career in management. The programme consists of a rigorous and highly structured first year with an emphasis on the functional areas of management.

The programme is blended and runs for about 24 calendar months. One intensive week every three months. Either four intensive weeks per year or eight intensive weeks for two years. The first year is equivalent to 36 weeks of online and in-class lectures spread over two semesters and the second year is two semesters of 36 weeks (online and in-class). Classes are held from 8.30am to 5.30pm daily Saturday through Saturday for the intensive week

PMBA HIGHLIGHTS

A GOOD FOUNDATION IN GENERAL MANAGEMENT

The PMBA 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 integrate the innovation into their decision-making process effectively. Leadership skills, negotiation skills and an ability to communicate effectively both orally and in writing are some of the invaluable skills built on the programme.

CASE STUDIES, TEACHING MATERIALS AND SIMULATIONS

The PMBA 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 from real business scenarios. The cases 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. New cases are regularly 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 teamwork is encouraged. Hence, the PMBA class is split into work groups to prepare cases and working on projects. In constituting these workgroups, the educational backgrounds of participants are taken into cognisance 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

Knowledge of the main business disciplines

Graduates should have a well-rounded understanding of the main business disciplines, embodying an understanding of their theoretical foundations, as well as the ability to apply this knowledge to actual problems.

Problem-solving capabilities

Graduates should be able to demonstrate problem-solving capacity through lateral, critical, innovative and creative connections among diverse fields of study in analysing problems. They should also have developed the ability to perceive many relevant features in business problems and situations, overcoming purely functional points of view.

Analytical competence

Graduates should have developed the capacity to apply relevant tools of economic, financial and quantitative analysis.

Global perspective

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

Ethical standards

Graduates should have internalised 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

Graduates should:-

- Have well-developed work habits
- Have the ability to utilise 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
- Be able to communicate effectively both orally and in writing

Intended Learning Outcomes

The following are the intended learning outcomes of the PMBA programme.

- Analytical and Problem-Solving Skill: Our students will use appropriate analytical techniques and information to identify business problems, seek multiple perspectives, formulate and implement possible solutions.
- Communication Skills – Written and Oral: Our students will be able to prepare and deliver effective presentations with the aid of appropriate technology and will also be able to produce professional reports.
- Ethical and Social Responsibility: Our students will understand ethical and social issues and their impacts on business performance.
- Global Perspective: Our students will understand local and global business trends and be able to apply international best practices for the sustainable resolution of domestic problems
- Leadership: Students will demonstrate the ability to lead a team in a group setting and exhibit good interpersonal skills.

ADMISSION REQUIREMENT

Applications are welcome from around the world, and there is no discrimination based on gender, race or religion.

Requirements

- Credit passes in English and Mathematics at O'Level.
- At least a second class lower university degree from a recognised university; or a Higher National Diploma together with a postgraduate diploma
- Satisfactory performance at the LBS Entrance Exam or NMAT or GMAT or GRE
- At least three years post-qualification work experience
- Adequate 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, 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.

COURSE STRUCTURE

YEAR	SEMESTER	PROFESSIONAL MBA COURSE STRUCTURE	CREDITS
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Year 1	1 st Semester	Analysis of Business Problems	3
		Corporate Financial Accounting	3
		Data Analytics I (formerly Quantitative Analysis for Business)	3
		Management Communication	3
	2 nd Semester	Cost & Management Accounting	3
		Business Ethics	3
		Operations Management	3
		Introduction to Marketing	3
	3 rd Semester	Human Behaviour In Organizations	3
		Entrepreneurship	1.5
		Operations Strategy	3
		Organizational Leadership	1.5

Year 2	1 st Semester	Life Project Module	1.5
		Economic Environment of Global Business	3
		Strategic Management	3
		Data Analytics II	1.5
		Introduction to Financial Management	3
	2 nd Semester	Business Law	3
		Corporate Financial Management (CFM)	3
		Human Resource Management	3
		Digital Business and Technology Management	3
	3 rd Semester	Business Plan(Final Year Project)*	6
		Social and Political Environment of Business	3
		Total Credit units for Core courses	66
		Electives:	
		(a) Entrepreneurship Track	
		Entrepreneurial Finance	1.5
		Family Business Management	1.5
		Competing with Technology and Innovation	1.5
		Business of Sports, Media & Entertainment	1.5
		(b) Technology Track	
		Competing with Technology and Innovation	1.5
Business of Sports, Media & Entertainment		1.5	
E-Commerce & Platform Strategy for Business	1.5		

		© General Management Track:	
		Negotiation: Elective	1.5
		Agri-business Management: Elective	1.5
		And any other two electives from either the Entrepreneurial track or Technology track.	
		International Module (Optional)	1.5

- For electives, participants are to take at least 6 credit units.

Summary:

Total Credit Units of core courses = 66

Total credit units of elective courses = 6

Total = 72

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

Data Analytics I 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 organisations. 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. Organisational 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 the 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 to understand how the operations of a firm are 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 to 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 with in the course include the application of the 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

To think strategic 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 analyse 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.

Data Analytics II (1.5 credits)

This course will provide an introduction to market research and accompanying statistical methods and tools to support decision-making within business organisations. It will equip students with an understanding of the various processes and methodologies of market research and statistical techniques to help them transform research findings into actionable business insights. During the course, we will discuss a wide range of research methods including in-depth interviews, focus groups, surveys and their application to business organisations. We will also discuss data sources and data collection and analytical methods. Students will have the opportunity to define a business problem, develop a research plan, collect and analyze data and present findings and their implications as a class project. This course also provides an introduction to the statistical techniques of inference, estimation, hypothesis testing, and predictive analytics. The concepts and tools developed would be applied in real cases of market analytics, customer analytics and employee analytics. The emphasis is on applications, rather than proofs, but some understanding of the concepts and an ability to communicate the meaning of the results is vital.

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 PMBA 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 specific 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 the 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 result should be an increase in the executive's ability to use the law strategically. This will manifest in their ability to use intellectual property protection to maximise 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.

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

SECOND YEAR – 3RD SEMESTER COURSES

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. 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.

Negotiation (NEG) 1.5 – credits (Elective)

The purpose of the course is to enable the individual to identify the numerous opportunities and imperatives for negotiation and to assist the individual and the organisation in turning a 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 arising 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 (Elective)

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 (Elective)

The course seeks to provide a 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 proper examination of the different types of internal and external risks, and their correlations, the course provides an in-depth 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 particular 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. Further attention are given to people's risk as the most critical cause and asset for effective risk management.

Agri-Business Management - 1.5 credits (Elective)

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 a 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 which are taught in 14 sessions. Modular Block One focuses on the critical thinking and introduction to Agribusiness value chain Modular Block Two focuses on entrepreneurial mindset in agribusiness while Modular Block three focuses on operational excellence in the agribusiness value chain.

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

Family Business Management In Africa - 1.5 credits (Elective)

This course prepares students to understand the unique dynamics of family business, and provides them with the tools, experience and focus on helping them optimise the positive forces in running family enterprises while anticipating and minimising 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 PMBA 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, the

emphasis is placed on individual contributions within the group to ensure appropriate learning is accomplished.

One Week Study Trip Abroad (Optional)

LBS recognizes the importance of a global perspective and the need to expose its students to international business practices: thus Students have opportunities of interacting with international students, faculty and business community through School organized experiential study trips. The trip exposes PMBA students to other institutions and business practices in other economies.

PROGRAMME POLICIES

1. REGISTRATION

1.1 Procedure for Registration

Every participant is required to register for classes each semester. Registration should be completed before the first week of the semester ends. 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.

1.3 Renewal of Registration

Participants are required to renew their registration at the beginning of each semester until the end of the programme.

1.4 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 the change in marital status and with acceptable documentary proof, be allowed to change their names.

2. ACADEMIC STANDARDS

2.1 Standards for Award of the MBA Degree

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

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

- The candidate’s ability to benefit from the academic work of the PMBA Programme and 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 the Senate, applicants who possess a basic intellectual capacity as well as potential along the other dimensions. Throughout the first year, the Faculty Board is concerned with participants’ performance, ensuring they 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 give primary emphasis to 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 the 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 PMBA 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”, “D” “E” or “F”.

Grade	% score	Grade Points
A	70 and above	5
B	60 – 69	4

C	50 – 59	3
F	49 – 0	0

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 per cent 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 49 and 0.

4.2 Failed Courses

The minimum pass mark is 50 per cent. Therefore, participants who obtain a “D”, “E” or “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. 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 5.4 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 participant who has accumulated four or more “F” grades anytime during the academic year will be required to undergo the review process described in Section 4 below.

5.2 Second Year

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

4 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 Professional 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.

5.5 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 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 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 one year from the date of withdrawal from the programme.

Application for re-admission to the programme must be made and include a summary of all professional activities carried out by the participant 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

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 percent 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 percent 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 rejoining 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.

5.6.4 Withdrawal 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.

5.6.5 Time limits for the validity of payments:

This is the period within which any payment made by a customer will be treated as valid. Payments will be treated as lapsed after the expiration of the specified time limits given below:

- MBA, PMBA, EMBA and MEMBA – 4 Years
- Executive Programmes – 2 Years

- Seminars/Conferences – 1 Year

5.6.6 Policy Conditions

- All notices regarding cancellations, deferments and withdrawal must be by writing.
- No refunds will be made for “No Shows”
- All payments lapse after the expiration of the specified time limits for their validity.
- All refund requests will be processed in accordance with subsisting policies and processes of the School.

5.6.7 Definition Of Terms

Deferment: Deferring or putting off until a later date, an applicant’s place on a programme or course, for a specified length of time.

Lapsed payment: Period after which a payment made by an intending participant or customer is deemed to have expired and lost.

Cancellation: Termination, call off, revocation or rescinding of a previous booking or intention to attend a seminar/programme.

No Show: Failure to attend a programme for which admission has been duly granted or nomination accepted, without cancelling the admission or nomination in the manner specified.

6.0 CODE OF CONDUCT

6.1 - Standards of Professional Ethics and Behaviour

Every person at Lagos Business School (facilitators, participants, administrators, etc.) is expected to conform to high standards of professionalism and ethics. This should be apparent in the respect for persons and things, as well as impartiality and truthfulness in all we do.

One of the ways in which we demonstrate the professionalism we aim for in our work is the care we take of our appearance (dress and personal care), the manner of speech as well as how we treat common property.

The Faculty Board may initiate the academic review process mentioned in section 8, in exceptional cases of serious misconduct, on the grounds of behaviour that manifestly violates professional morality or the honesty and professionalism expected of a participant.

6.2 Dress Code

In the Pan-Atlantic University, great importance is given to standards of professionalism and ethics. One important aspect of professionalism is the care for one's appearance and dress. The dress code of the PAU is designed to promote a general appearance of decency, simplicity, appropriateness and modesty which is consistent with the Christian identity of the University. Below is the approved dress code for PMBA participants:

Male participants:

<u>Permitted</u>	<u>Not Permitted</u>
Full Business attire	No jeans or t-shirts except on Saturdays

Business casual: Trouser, shirt and a jacket	No slippers (except on Saturdays)
: Shirt and tie without a jacket	No three quarter length trousers
Native wear – Kaftan with shoes or sandals and cap(on Fridays only)	No shorts
	No tracksuits
	No trainers

Female participants:

<u>Permitted</u>	<u>Not Permitted</u>
Knee length skirt suit	No three-quarter length trousers
Trouser suit	No blouses or camisoles that have deep necklines
Knee length skirts with decent blouses	No tight or clinging fabrics
Trousers with decent shirts	No sleeveless attire
Native wear: Long skirt with a blouse	No shorts
Mid-length ankara dresses	No jeans or t-shirts except on Saturdays
Decent ankara skirts and blouses	Fabric of clothing must not be sheer or flimsy
	No mini skirts or gowns
	No trainers
	No track suits

Above all, dress with consideration for your self-esteem and with a deep respect for other people.

Consequences for Dress Code Violation:

Participants who clearly breach any of the above standards will be requested to either rectify the mode of dress or leave the University premises and the participant deemed absent for that day during the computation of the attendance records.

Participants who are not appropriately dressed are not to participate in the day's sessions. If they do participate and the incident of improper dressing is reported to the programme manager their attendance for that day will be cancelled.

These rules hold for lecture-free days during the semester.

6.3 Class Attendance

Class and group meetings are viewed as professional meetings. As such, daily attendance of class and group meetings is imperative. It is also essential if the objectives of the programme are to be achieved.

Absences should be reported to the PMBA programme manager immediately. Job interviews, fieldwork for a course, or personal circumstances should not be allowed to interfere with class attendance.

Facilitators should also be informed of the absences that may occur, for they hold their participants responsible for regular class attendance and participation. Participants are responsible for making up work missed during an absence.

PMBA participants should attend 100 percent of class sessions, and if for unavoidable

circumstances a participant plans to be absent from a class, he/she should write to inform the MBA director. A participant who fails to attend at least 80% of the class sessions in a given course will be awarded one grade lower than what he merited using the usual means of assessment.

A participant who fails to attend at least 60% of the class sessions in a given course will not be assigned a grade in that course. He/she will be deemed as not having completed the course and will therefore have to repeat the entire course at the earliest opportunity.

As a manifestation of professionalism and respect for facilitators and classmates, walking out of class during a session is forbidden (except for extraordinary circumstances). If a participant intends to leave the classroom before the end of the session, he or she must notify the lecturer before the session begins. Facilitators will also not permit late arrivals into class, unless a previous arrangement has been made for a very serious reason.

These are accepted rules of social behaviour in any professional work environment that we should know and observe.

6.4 Conduct during Examinations

Examinations are an integral part of the work done at the School, and the following rules and procedures govern them.

Sitting for an examination may be a requisite for completing any of the courses in the Programme. Attendance at the examination will, therefore, be indispensable. Private arrangements between participants and facilitators for make-up examinations are not allowed unless approved by the MBA Director.

No communication is permitted between participants during an examination, and collaboration with other persons during a written examination is expressly prohibited.

Participants are not allowed to bring any books, phones or notes into an examination without the specific authorization of the lecturer, and then only within limits set by the lecturer.

No participant is permitted to obtain from any other party the report of an assignment or project, in whole or in part, for use in an examination or assignment.

Violation of any of the examination rules amounts to dishonesty and is unfair to other participants. It will, therefore, be considered a serious offence leading to immediate expulsion from the examination room. The offence will later be reviewed by the Faculty Board, which may recommend an appropriate action up to and including expulsion from the programme.

6.5 Conduct regarding Written Assignments

For all written work, the cover page should carry only the matriculation numbers and no names, except for group assignments.

Originality is encouraged and rewarded in all written assignments, and the School considers it fraudulent for a participant to obtain parts or the whole of a written assignment, either from a

fellow student or other sources, and pass this off as original work. For written assignments for which individual submission is required, participants are encouraged to discuss extensively with one another in the spirit of teamwork and to conduct the research necessary for such assignments on a group basis but must be original in their submissions.

On no account should two or more written papers be exactly the same, whether it is a paragraph or whole sections. Such an occurrence in two or more papers will violate academic integrity expectations.

Specifically, at the stage of writing an assignment, participants are expected to work on a strictly individual basis, without copying any part, however small, of the work of another student. It is also necessary for participants to acknowledge the source of any material used, as failure to do so is regarded as an act of plagiarism for which disciplinary action will be taken.

It is also malpractice to share with another student any part of one's work (electronic or otherwise) which will go into one's final submission (including tables and calculations), as this is considered cooperating with another person's malpractice.

7.0 LATE SUBMISSION

Our policy on keeping strictly to submission deadlines aims to provide a level playing field for all participants; hence, a uniform rule applies to late submission of all assignments, reports, take-home tests, projects, etc.

Penalties are applied for late submission: 5 percent for every working day (including part of a day) (with no leeway) without prior approved due cause.

Whenever submission is required to be online, the late count will include weekends and holidays. However, for assignments to be submitted in hard copy to the administrative office, penalties will only be imposed in respect of working days. The deadline for submission of assignments is 12 midnight of the given date.

8.0 PAN-ATLANTIC UNIVERSITY PRESCRIBED SANCTIONS FOR EXAMINATION MALPRACTICES

With regard to the application of the following regulations, the word 'examinations' in this document includes all forms of in-class learning assessments, take-home assignments, term papers, projects and computer-based examinations.

In determining appropriate sanctions, consideration may be given to the nature of and circumstances surrounding the violation, the student's acceptance of responsibility, prior disciplinary violations, the impact of a sanction on the student, precedent cases, university interests and any other information deemed relevant by the Student Disciplinary Committee, the Faculty Board, or the University Management Council as the case may be.

The table below is a schedule of offences and penalties.

	Offence	Penalty
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1	Possession of unauthorised material brought to the examination venue by the candidate himself/herself or by other persons.	Cancellation of the candidate's examination results in the course concerned. Candidate repeats the course. A written warning is given.
2	Copying from unauthorised material brought by the candidate himself/herself or by other person(s) to the examination venue.	Cancellation of candidate's examination results in the course concerned. Suspension from the University for one academic year and requirement to repeat the course on re-admission.
3	Circulating unauthorised written material to other candidates during the examination	Cancellation of candidate's examination results in the course concerned. Expulsion from the University of the parties involved.
4	Communicating orally with other candidates during the examination	Cancellation of candidate's examination results of the course on which the offence was committed and repeat of the examination in the next academic year
5	Copying from other candidates' work in the examination and all other cases of plagiarism (presenting another person's work as one's own) (excepting cases in nos. 6 and 7 below)	Cancellation of the examination result in the course for the candidate (s) involved and repeat of the examination in the next academic year.
6	Marginal Plagiarism in Masters or PhD dissertation: Less than two paragraphs, or data of similar importance	Cancellation of the specific paper and a formal warning
7	Significant plagiarism in Masters or PhD dissertation- More than two paragraphs, less than 20percent of the dissertation	1 year suspension and new topic
8	Substantial Plagiarism in Masters or PhD dissertation, more than 20percent	Expulsion
9	Continue writing after time allowed has elapsed	Written warning is issued
10	Wilful disruption of University examinations	Cancellation of candidate's examination results in the course concerned. Expulsion from the University for those involved.
11	Impersonating another candidate	Expulsion from the University of the candidates/students involved in the conspiracy.
12	Presenting oneself for an examination in a course for which one has not duly registered.	Cancellation of candidate's examination results. A written warning.

13	Commission of examination offences more than once.	In case of non-major offences, cancellation of candidate's examination results. For major offences, expulsion from the University for those involved. All offences except nos.6, 9 and 12 are major.
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Any student on whom a penalty has been imposed has a right to one appeal. The student shall address the appeal to the Faculty Board within fourteen (14) days of being notified of the decision. On receiving the appeal, the Faculty Director will constitute an appellate committee that will review the matter and whose decision shall be final.

9.0 General Conduct Guidelines

The School is characterised by a cordial and friendly atmosphere. Thus, participants are encouraged to call on facilitators to discuss course contents and grey areas further when required. Participants should make good use of facilitator's office hours to address classroom or course contents issues. If this is not possible, emails, telephone calls and text messages should be utilised. However, to ensure an environment conducive to learning, the following are some rules to be observed:

- Laptops should not be used during class sessions, except when explicitly requested by the facilitator in class;
- Cellular phones should be turned off while in class;
- Food and drinks (except water) are not permitted outside the cafeteria

9.1 Sexual Misconduct

Any form of sexual misconduct is against Lagos Business School policy. Sexual misconduct is defined as "any physical act of a sexual nature". These acts may or may not be accompanied by the use of coercion, intimidation, or through advantage gained by the use of alcohol or other drugs. The use and sharing of pornography constitutes a physical act of a sexual nature and is thus prohibited. Pornography consists in removing real or simulated sexual acts from the intimacy of the partners, in order to display them deliberately to third parties. These acts are prohibited in **ALL** public and non-public areas of the Lagos Business School campus.

9.2 Controlled Substances

Drugs

Lagos Business School prohibits members of its Community from possessing, using, selling or being under the influence of drugs and controlled substances. The penalty for the use of such substances is expulsion from the School.

Smoking

Smoking is not permitted in any building on the Lagos Business School campus.

9.3 Disorderly Conduct

Disorderly conduct includes, but is not limited to: reckless driving; interrupting or interfering with the carrying out of the duties of a school or public official, including law enforcement; vomiting and/or urinating in public and indecent exposure.

Disorderly conduct is contrary to the mission of the School and will be addressed through the disciplinary process. Disorderly conduct is defined as:

- Any unreasonable or reckless conduct by an individual or group that is inherently or potentially unsafe to other persons or their real or personal property; and/or
- Any behaviour by an individual or group that disrupts the peace or interferes with the normal operation of the School or School-sponsored activities.

9.4 Physical Abuse and Fighting

Any physical abuse, fighting, and/or endangerment to an individual or group is strictly prohibited. This behaviour includes, but is not limited to:

- Physical violence (initiating or responding to) or attempted physical violence against another person or group. This includes fighting.
- Threat of physical violence against another person or group.
- Any action that endangers the health, safety or welfare of a person or group.
- Attempting to, or actually harming oneself.

9.5 Weapons, Firearms and Explosives

It is against Lagos Business School policy to possess and/or use a gun, rifle, pistol, other firearms/dangerous weapons of any kind, or any powerful explosive on university property. These weapons have no place in an academic institution; as such, there is a zero tolerance for any form of weapons on campus. The penalty for the possession of such weapons is expulsion from the School.

9.6 Failure to Comply

A student or group may be held accountable for failure to comply with:

- Directions, requests or orders of any university representative or body acting in an official capacity, or impeding the carrying out of such directives;
- Instructions of campus security officials acting in an official capacity; and/or
- Sanctions rendered during the disciplinary session.

9.7 Reporting

Violation of any of these policies should be brought to the attention of the MBA Director for investigation. A Disciplinary Committee will review all complaints of this nature. This would include investigation and review of evidence from the investigation reports and interviews of the complainants and witnesses. The penalty for these infractions will be a suspension for one or more semesters and/or rustication, depending on the severity of the infraction.

Failure to comply with these regulations may warrant being asked to withdraw from the programme.

10. - Graduation

10.1 Clearance

An end-of-programme clearance will be conducted by the participant records office, to ensure that

all graduating participants meet the requirements regarding academic records, tuition and library records.

11 OTHER ISSUES

11.1 Faculty Board and Senate

It is the responsibility of the Faculty Board to oversee all issues related to the programme. The Faculty Board makes recommendations to the Senate for decision-making. The members of Faculty Board are the Dean and Deputy Dean of the Pan-Atlantic University, Director of Programmes, Director of School Development and the MBA Director.

11.2 Faculty Advisors

The Faculty Advisor is a member of faculty of the School who commits to mentoring students throughout their PMBA programme in an atmosphere of mutual trust, personal freedom and responsibility. In the first semester of Year One, each participant is assigned a faculty advisor who will follow the development of the participant's performance along the dimensions mentioned under "Standards for Award of Degree" (Section 5). The Faculty Advisor is the formal channel of communication for a participant in any matter related to the PMBA Programme. They will receive any complaints or suggestions concerning the Programme or any of the courses. Participants should also inform their Advisors of any circumstances affecting their academic performance. Participants are expected to meet with their Faculty Advisor at least once a semester.

11.3 Group Directors

Each PMBA class member is assigned to a group and this group is permanent for the duration of the first year. At the end of the first year, groups might be redistributed in line with the student's professional interests. The members of each group have been selected to reflect the different functional backgrounds, gender mix, and ethnicity of the class. Each group can be viewed as a consultancy firm/team put together to tackle a myriad of mini-projects (cases and assignments) in the ultimate pursuit of completing major projects and class assignments. The Group Director's mission is to help the group work effectively as a team.

The Group Director will specifically help participants in the group improve their working methods, approach to case work and time management skill in order to improve individual and team efficiency. It is also the responsibility of the Group Director to help turn the group into a cohesive and efficient entity where each of its members contributes his/her knowledge and skills with a strong co-operative attitude.

11.4 Tuition Payment

Every participant is expected to pay their tuition fees before the first day of class each semester. If the fees are not paid in due time, there must be a payment plan in place before the first class session. Participants who wish to make fee deferment plans must contact the Head of MBA Programmes **two weeks before resumption**. The participant must submit a signed request for fee deferment to the Head of MBA Programmes. Every request is reviewed on an individual basis. If the request is granted, it is the participant's responsibility to honour the promissory note. Failure to meet the conditions of the promissory note will result in withdrawal of all services. The participant will be deregistered, and all examination and project results withheld until all outstanding fees are paid to the School.

The School has the right to withhold statement of results, transcripts, records and deny registration until fees have been paid and the participant's record is cleared. Any participant whose debt to the School remains unpaid at the beginning of the semester cannot attend lectures and may have to withdraw from the MBA/EMBA/MEMBA/PMBA programme.

All deferred or installment tuition fees payment will attract an interest of 2 percent on the semester's tuition fees. All outstanding fees must be paid before a participant can enter a payment plan for any current semester.

Tuition fees may be paid in cash or cheque to be written in the name of Lagos Business School with the participant as the depositor. POS payments using bank cards (Visa/MasterCard/Debit Cards) are also accepted for payment of tuition fees.

The School reserves the right to change the fee schedule and tuition rates for a given semester without prior notice.

In order to be given access to course information and materials and participate in classes, each participant is required to maintain a zero-outstanding fee status.

Participants are required to submit copies of receipts indicating payment of fees for the particular semester to the programme manager within the first week of the semester.

The fees for the programme can either be paid at the beginning of each school year or in three (3) instalments before the beginning of each semester. The School may increase fees at the beginning of each academic session, in line with the prevailing inflation rate. Any student whose debt to the School remains unpaid at the beginning of the semester cannot attend lectures, and may have to withdraw from the PMBA programme.

11.5 Course Materials

Course materials will be available online on the learning management system. However, in a few courses, facilitators may recommend some textbooks. Students who wish to also have printed course material will be charged for them. Assignments are expected to be word processed.

11.6 Scholarships and Student Loan Schemes

The school awards full or partial scholarships through the Scholarship Committee based on an assessment of the following criteria:

- Need
- Academic performance
- Social responsibility

The scholarship may only be applied for after admission has been confirmed to the participant by a letter from the School. Applicants shall then be invited for an interview by the Scholarship Committee, after which successful candidates will be notified.

The participant retains the scholarship as long as the combination of his/her performance in all the courses in any semester averages a "B" grade (60-69%). The participant automatically loses the scholarship when in any semester his/her average performance falls below a "B".

The School is in partnership with some financial institutions that are currently providing student loans at attractive interest rates. This scheme will be accessible at any time during the programme. Details on the loan scheme can be obtained from the PMBA programme manager or Director.

11.7 Accommodation

The School requires that any private or public hostel in which participants reside be gender-segregated. For the purposes of this rule, any dwelling unit where three or more participants stay is considered a private hostel.

11.8 Issuance of Transcripts and Statements of Results

Alumni may request for their transcripts using the appropriate form to start the process. They will be required to pay a processing fee as well as bear the cost of the School sending the transcript to the indicated destination.

11.9 Appeals Procedure

The procedure for appeals against a decision by the School asking for a student's withdrawal or suspension on either academic or integrity issues is as follows:

1. All appeals must be made in writing and sent to the **MBA Director through the Programme Manager**, stating the grounds on which the appeal is being made and include supporting evidence. This will then be passed on to the Appeal Committee and Faculty Board instituted by the School for consideration. The outcome will then be communicated in writing to you as soon as possible.
2. The decision made by the appeal committee, after a detailed investigation, is final and no further appeal can be made, so it is important that you put in as much evidence as you can when submitting your appeal letter.

11.10 Procedure For Re-Issue Of Lost Degree Certificate (As amended at Senate meeting of 20th September 2017; Minutes No. 7/2017)

Steps to be taken to replace a lost certificate

1. Report the loss of the certificate to the office of the Registrar, giving a full explanation in writing of the circumstances of the loss and apply for a replacement.
2. The Registry Departmental Committee will consider the matter and decide to give or withhold its approval to replace the lost certificate.
3. Upon the Registry Departmental Committee's approval, the student will be required to pay a fee of ₦20000.00 for the replacement.
4. A certificate with the inscription of "DUPLICATE COPY" will be issued to the alumni.
5. The Registry Departmental Committee will inform Senate of the decision taken.
6. The same procedure shall be followed in the replacement of certificates for the executive programmes, except that the Dean shall have the final say, and a replacement fee of ₦20000.00 shall be payable by the applicant.

11.12 Chaplaincy

The LBS Chaplaincy makes a valuable contribution to the spiritual wellbeing of the members of the LBS community. Holy Mass is celebrated at the campus on Tuesdays and Wednesdays by 7.45a.m. The chaplain of the School is available for advice and counselling during two mornings of the week. Appointments outside this time may be obtained through the Programme Manager. The chapel is on the second floor, and open throughout the day for private prayers.

12. - Contact Details

Email addresses will be given to participants by the School and all communications by email channeled ONLY through this address. Participants are therefore encouraged to always check this email for information at least once daily. Other contact details given to the School by participants on registration which includes phone numbers and home address will be used for official communication. Hence, all changes should be re-submitted with a personal information update form collected from and returned to the Course Administrator. A change of address will not be a defence for a participant adversely affected by a block in communication where due notification of the change was not given.

12.1- Student Registration Number

Upon commencement of the programme each student is allocated a Matriculation Number. This number is your identification number and is unique to you and will remain with you for the duration of your studies. You should use your matriculation number for all assignments and examinations submitted to Lagos Business School.

You will be issued with an ID card, bearing your photograph and Matriculation number. The ID card can be used to obtain meal tickets from the meal kiosks.

Lost ID cards must be reported to the MBA Office by email. The cost of issuing a new card is N4000 (Four Thousand Naira).

GENERAL INFORMATION

International Exchange Program

The International Exchange Program takes place during the second semester of the second year and is supervised by the MBA Office.

During the second semester of the first year, students will be notified about participating schools, number of places available and conditions for obtaining a place. The selection is based on academic performance, language proficiency, and specific requirements of the host school, if any.

Alumni Relations

By attending and graduating from Lagos Business School, you would have made a lifetime connection to the institution. The purpose of the Alumni Association is to foster a mutually beneficial relationship between the School and its alumni and enhance the relations and liaison amongst all alumni.

There are numerous benefits derivable from becoming a member of this very unique and diverse association of professionals. These benefits range from continuous learning and networking opportunities, to discount packages in international hotels, airlines and from other service providers. We encourage you to take advantage of this forum to associate with other alumni who are mostly top executives and owner managers (decision makers) in corporate Nigeria. You can join our social media network by liking us on Facebook or joining our LinkedIn group. More information on LBS alumni can be found on our website: (www.lbs.edu.ng/alumni) For further enquiries, please contact: dakpainyang@lbs.edu.ng, eojo@lbs.edu.ng and handoh@lbs.edu.ng.

Student Representation

The class will elect one class president, one social representative, and one secretary who will be representing the class. The class may also elect other representatives depending on their needs and inclinations. Elections will be held at the beginning of semester 1 of year 1. The representatives so elected will serve until year 2 when the Alumni department will conduct fresh elections of executives that will continue to pilot the affairs of the class from then onwards.

Class President:

- Communicates class-wide academic issues and concerns to faculty and MBA Office
- Acts as a main point of contact for facilitators in reaching the students within the class
- Promotes reasonable academic expectations from within the class
- Participates in regular meetings with the MBA Office
- This person should have an awareness, concern, and genuine interest for the academic experience within the class.

Social Representative

- Solicits general feedback from the class to share with the administration
- Collaborates on student activities with the MBA Office to organize and promote PMBA networking events
- Facilitates class member involvement in all programmes and student organized social functions
- Participates in regular meetings with the MBA Office
- Facilitates the use of the class fund
- This person should be a good motivator and skilled at organizing people for class-specific activities and events. In addition, this person fosters community within and among the classes and is willing to put forth the extra time and effort (outside of class) to plan and run various events.

Secretary

- Communicates resources and materials to the entire class.
- Circulates reminders about important event/activity concerning the class.
- Generally informs the class of happenings around the school

Creche

The Creche facility is available for nursing mothers. Babies within 2 months to 12 months are admitted. The Creche is affordable and open for viewing anytime.

The Creche is located behind the Kitchen and beside the Maintenance Block. It is open from 8.30 a.m. – 5.30 pm, Monday – Fridays.

Information on payment and application can be obtained from the MBA Director or the Human Resource Manager. Children must be registered ahead of time—no drop-in service is provided.

Documentation & Production Unit

The document room offers printing and copying services and is located beside the Honeywell Auditorium. They provide services in colour printing and photocopying and graphic design service.

Assignments for printing should be sent via e-mail to tmbang@lbs.edu.ng and/or documentroom@lbs.edu.ng

Materials for printing should be sent latest 12.00noon. Printing vouchers are available at the front desk, cash payments are not accepted.

All printing and photocopying will be charged.

Document scanning is free.

Gazebo

There is also a gazebo bar on the ground floor in the MBA wing, beside the GT Bank classroom. It is open for drinks and snacks from 10 a.m. to 6 p.m. Mondays to Fridays and from 8 am to 3:30 pm on Saturdays. Only cash payments are accepted here.

Please keep food and drinks away from the classroom and syndicate rooms.

Smoking

Smoking is only permitted outside the building.

Visitors

To avoid disruptions to your classes, participants will not be called to receive visitors or messages during sessions. However, these messages will be relayed at the nearest break time.

ICT

Hours: Monday – Friday: 8.30 a.m. – 5.00 p.m.

Closed on Weekends.

The ICT office is on the second floor of the old wing of the building, the ICT office is opened from 8.30am – 5.00pm. The ICT personnel are readily available to help with issues with your laptops and connect you to the internet.

The LBS/PAU Library

The Library Collection: The School boasts of a modern state-of-the-art library, located on the ground floor north wing of the main building. The library has a modest, up-to-date stock of resources (books and non-book material) covering all aspects of business and management. These resources can be accessed by the subject, author's surname, and accession number.

The library is computerised and can be accessed from any part of the LBS/PAU building and the reading area of the library. There are twenty-four (24) computer terminals and several other wireless points located in the reading area of the library through which users search for library materials as well as make use of the Internet. The computers are not connected to a printer: you will need a flash drive to copy data for printing.

The Library is also connected to some online databases as EBSCO Host, Emerald Insight, Jstor, EuroMonitor, Data monitor, Bloomberg, IMF eLibrary, etc) which guarantees access to countless journal articles and books published anywhere around the world. We also have several periodical titles in hard copy, some of which are on display at the serial section of the library. Other forms of materials in the library include Newspapers (local and foreign) and Reports.

The Library Operating Hours: The Library is open from Mondays to Fridays: 8.30 am- 7.30pm, Saturdays: 9.00am- 3.00pm. It does not open on Federal public holidays.

Who May Use the library? The Library's services are restricted to our faculty, students, LBS/PAU's alumni, staff and Associate Members. Participants in any of our seminars/conferences/workshops and graduate students of other universities can only visit on a recommendation.

Services Offered: The library has a deliberate policy to focus on the needs of its user-community and to strive to satisfy those needs promptly. Hence, the following services are offered:

- **Databases:** Readers may access the library databases through the computers located at the computer room and may be assisted by any library staff. Other online databases are also available to the users through the assistance of the librarian/library staff.
- **Selective Dissemination of Information (SDI):** Specific searches of the in-house database as well as the online databases can be undertaken for a client on request, with a list of publications that matches the pre-determined professional interests of recipients.
- **Reference services:** Answers are given to enquiries by consulting appropriate sources of information.

Duplication of Library Materials: Photocopying services are available, for relevant pages from library materials (not whole books/journals), at a fee of **N10.00** per page (subject to review). This service does not cover photocopying of personal documents; such service is always referred to the Document Room.

N/B: Only vouchers (not cash) are accepted for photocopies and can to be obtained from the front desk officer at the entrance of the building.

Library materials **should not** be taken out of the library for duplication **except** with due authorization from the Librarian/Library personnel.

Use of Library Books/Journals within the Library - Circulation: Users are required to register any book/journal they want to use in the library reading area with the Library circulation personnel.

- For lost or damaged books, users will be surcharged twice the going cost of the book(s) in question as at the time of such surcharge. This is to cover the ordering, handling & processing costs.

Norms within the Library:

Discussions are forbidden in the library. Talking must be kept to a minimum in the service areas.

- Please do not operate the copier or air conditioners: call the attention of library personnel to help with these.
- It is forbidden to smoke or to bring in food/drink into the Library, save for lozenges; the wrappers should be properly disposed of in the various waste bins provided within the library.
- Bona fide users have free access to computers in the computer room. The computers are to be carefully handled; seek the assistance of library personnel for login details or if you have any difficulty using the systems.
- Books consulted in the Reading Area must be returned to the help desk.
- Borrowed materials must be pre-registered at the Library desk before leaving the area.
- The service for consulting books contained in the stacks/shelves will cease to be available 15 minutes before the Library's closing time that is 7.15pm.
- Mobile phones must be switched off or left in 'silent mode'. In the case of the latter, all calls must be taken outside the library.

Do call the attention of the Librarian/Library Personnel for clarifications and enquiries on the following extensions: 1082, 1085, or 1171.

Praying room for Muslims

A comfortable room, beside the auditorium, has been provided for Muslims to observe their prayer times. Please ask the receptionists at the front desk for direction.

First Aid

There is an in-house Registered Nurse who attends to medical emergencies with the assistance of first aiders who administer first aid in case the nurse is not available.

First aid boxes are located all around the building with First Aiders designated to each as follows:

- Main entrance – Femi Thomas
- Main Building Entrance – Chinasa and Agnes
- 1st Floor – Tony (Janitor)
- 2nd Floor – MBA Building – Richard (Janitor)

Also, you can get in touch with your Programme Manager who can contact any of the first aiders including the nurse.

OTHER THINGS YOU SHOULD KNOW

Accommodation.

The School does not make arrangements or recommendations for participant accommodation. The office supplies information that comes to it from outside sources, including house agents.

The School requires that any private or public hostel in which participants reside be gender-segregated. For the purposes of this rule, any dwelling unit in which three or more participants are staying is considered a private hostel.

Building Hours:

The LBS Campus is generally open to students and visitors. The campus closes at 8 p.m. or at the conclusion of the last class or special event to allow for buildings to be secured and maintained. Buildings generally close at 2 p.m. on the weekends and closed all day on Sundays

Water Dispensers

These are available in the lobby on the ground floor next to the cafeteria and on each floor of the building.

Rest Rooms

These are available on all the floors.

Automated Teller Machine (ATM)

The Guaranty Trust Bank and Diamond Bank ATMs are located on the ground floor of the MBA building- beside the GT Bank classroom

Hospital and Emergencies

The school has a retainerhip with Budo Hospital Ajah, about 2 kilometers from the School. In case of severe emergency the patient will be transported to the hospital for immediate treatment. The school will however not take responsibility for the payment of the bill. Our programme managers will forward the bill to the concerned individual for payment.

Participants on medication are advised to bring their drugs with them as the school does not give out prescription medication. Only over- the -counter drugs (OTQ) will be administered.

Water Dispensers

These are available in the lobby on the ground floor next to the cafeteria and on each floor of the building.

Cleanliness

Please dispose of chewing gum, sweet wrappers and waste paper appropriately in the waste boxes provided in the classrooms, syndicate rooms and lobbies.

Fire Alarm

Fire alarms points are located on every floor of the building and beside every classroom and staircase. In case of an emergency, please call the maintenance office, 1183 or your programme manager.

There are smoke detectors at different points in the building designed to trigger off the fire alarm in case of a fire incident. Whenever the alarm signal triggers, everybody is expected to promptly exit the building in an orderly fashion, through the nearest exit(s) and to the nearest muster point. There are three muster points: one is near the Security post, another is near the adjacent gate (unused exit gate) and the third is near the main entrance to the new Library building. No one shall return until the “**ALL CLEAR**” signal (waving of two hands raised up) is given.

Division into the Muster Points:

1. All occupants of the MBA building are to regroup at the muster point near the main entrance to the new Library building (toward the football pitch).
2. All occupants of the Main building are to proceed to the muster point near the Security post.

3. All Cafeteria and Kitchen staff as well as ExxonMobil building occupants are to group at the muster point near the adjacent gate (unused exit gate).

Security

Lagos Business School is open to members of the public and has a limit to which access can be controlled. Recognising the security implications, we take every precaution to ensure the safety and security of participants and their property. Nonetheless, we implore all visitors to remain vigilant and keep their personal possessions safe. Participants are also cautioned to secure their parked cars, as cars are parked at the owners' risk.

To aid identification, participants will be required to wear their ID cards constantly whilst still attending the programme.

LBS and OPUS Dei

Lagos Business School was promoted by members of the Catholic Prelature of Opus Dei. The Prelature of Opus Dei also plays an ongoing role in the life of LBS. For more information about Opus Dei and its role in LBS, please read the pamphlet (Opus Dei: Frequently Asked Questions), which is available at the front desk.