



# 2019 STUDENTS HAND BOOK - MBA

Pan-Atlantic University – Lagos Business School

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## **INTRODUCTION**

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

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

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

## **PAN-ATLANTIC UNIVERSITY**

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

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

## **LAGOS BUSINESS SCHOOL**

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

## **LBS MISSION**

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

In order to achieve this mission the School seeks to:

1. Provide high potential professionals with a general management education which stresses professional ethics and service to the community through the practice of management.
2. Have a positive impact on the professional and ethical standards of business management in Nigeria

3. Make intellectual contributions which
  - a) Support the practice of management;
  - b) Contribute to the advancement of the management disciplines; and
  - c) create high quality teaching materials.

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

### **LBS VALUES**

The following are the values that guide activities in LBS:

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

### **PHILOSOPHICAL FOUNDATIONS OF THE PROGRAMME**

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

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

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

- a) Human beings are moral beings whose behaviour is not mechanically determined by either internal or external factors and who cannot attain fulfilment if they restrict their activity to the pursuit of their own individual interests.
- b) The purpose of business organizations is not restricted to producing profits for their owners nor can the objective of maximising profit be the supreme standard of the decision. Business organizations are members of larger societies and must contribute to their common good. The activities of business

organizations must also be compatible with - and contribute to - the full human development of those who work in them.

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

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

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

## **MBA PROGRAMME INFORMATION**

This programme is intended to provide a solid foundation in general management for young 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 second year is more diversified with electives. A corporate internship is required between the first and second year of study.

The Programme is full-time and runs for about 18 calendar months. The first year is equivalent to 36 weeks of lectures spread over two semesters and the second year is two semesters of 18 weeks. Classes hold from 8.00am to 3.30pm daily Monday through Friday.

## **MBA HIGHLIGHTS**

### **A Good Foundation In General Management**

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

### **Case Studies, Teaching Materials and Simulations**

The MBA participants benefit from courses that are practical and relevant to the business world. The school leans heavily on the case study method of teaching. The cases are taken from real business

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

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

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

### **Teamwork Skills**

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

## **LEARNING OBJECTIVES**

### **Knowledge of the main business disciplines**

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

### **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 analyzing problems. They should also have developed the capacity 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 organization and an acquaintance with current Nigerian and global best practices.

### **Ethical standards**

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

## **Behavioural skills**

Graduates should:-

- Have well-developed work habits
- Have the ability to utilize leadership skills effectively
- Interact effectively in group situations
- Be able to manage in culturally diverse environments
- Have the ability to help others develop their skills
- Possess the capacity to resolve conflict effectively
- Be able to communicate efficiently both orally and in writing

## **ADMISSION REQUIREMENT**

Applications are received from around the world and there is no discrimination in any way on the basis of gender, race or religion.

### **Requirements**

- At least 5 Credit passes including English and Mathematics at O' Level
- Minimum of a second-class lower degree from an accredited university
- A good GMAT or GRE score
- At least three years post qualification work experience

## **APPLICATION PROCEDURE.**

Students may find information about the LBD MBA programs [www.lbs.edu.ng](http://www.lbs.edu.ng), or by calling 07080070527, 0804296796 or 08086726690. Students will be expected to complete the program's requisite application form, provide official copies of transcripts from all institutions attended, and furnish official GMAT or GRE scores.

Additional application requirements and deadlines are outlined in each program's application materials. Prior to consideration for admission, applicants must typically take either the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE). When taking the GMAT, the name of the programme must be specified (e.g. MBA). The GMAT identification code for the Lagos Business School MBA is 8NM- K2 – 36 while the GRE code is 1744 Pan-Atlantic University Lagos Business School

For further information on how to enrol, visit [www.mba.com](http://www.mba.com) for the GMAT or [www.ets.org](http://www.ets.org) for the GRE.

### **Interview**

Suitably qualified applicants are invited for an interview. The interview allows the applicants to demonstrate their capacity to contribute to and benefit from the entire MBA experience. They are assessed on their ability to communicate effectively, work well with others and work under pressure, their integrity and ethical values, as well as their intellectual capabilities and their motivation to embark on the MBA programme.

### Selection Criteria

The final selection for the class is based on an overall analysis of their previous academic qualifications, quantitative and verbal aptitude (assessed in the GMAT or GRE), their skills, personality and professional outlook. The selection process also takes into consideration the composition of the MBA class which must be consistent with the superior quality that the School promotes.

### MBA PROGRAMME CALENDAR

<b>2018/2019 MBA Calendar</b>	
	<b>MBA 17 (Year 1)</b>
<b>Brush -up</b>	<b>September 3, 2018 -September 21, 2018</b>
<b>FIRST SEMESTER:</b>	<b>September 25, 2018 -February 22, 2019</b>
<b>First Semester (A)</b>	<b>September 25, 2018 -November 23, 2018</b>
<b>Review Period</b>	November 15, 2018 & November 16, 2018
<b>First semester (A) examination</b>	November 19, 2018 - November 20, 2018
<b>Holiday</b>	November 21, 2018 - November 26, 2018
<b>First Semester (B)</b>	November 27, 2018 - February 13, 2019
<b>Review Period</b>	February 7, 2019 & February 8, 2019
<b>First semester (B) examination</b>	February 11, 2019 & February 13, 2019
<b>Holiday</b>	December 16, 2018 - January 04, 2019 & February 14, 2018 - February 20, 2019
<b>SECOND SEMESTER:</b>	February 21, 2019 - June 26, 2019
<b>Second semester (A)</b>	February 21, 2019 - April 19, 2019
<b>Review Period</b>	April 15, 2019 - April 16, 2019
<b>Second semester examination</b>	April 17, 2019 - April 18, 2019
<b>Holiday</b>	April 19, 2019 - April 23, 2019
<b>Second semester (B)</b>	April 24, 2019 - June 26, 2019
<b>Review Period</b>	June 21, 2019
<b>Second semester (B) examination</b>	June 25, 2019 - June 26, 2019
<b>Internship</b>	July 8, 2019 - September 27, 2019

<b>Year 2 - Elective Period:</b>	<b>October 3, 2019 - March 23, 2020</b>
<b>First semester</b>	October 3, 2019 - December 13, 2019
<b>Review Period</b>	December 11, 2019
<b>First semester examination</b>	December 12 & 13, 2019
<b>Second Semester</b>	January 06, 2020 - April 03, 2020
<b>Review Period</b>	March 30 & 31, 2020
<b>Second Semester examination</b>	April 2 & 3, 2020
<b>Exchange Programme</b>	October 2019 - December 2019 and January 2020 - April 2020
<b>Family Lunch</b>	
<b>Public Holidays</b>	Good Friday - Apr 19, 2019; Easter Monday - April 22, 2019; May 1, 2019; Democracy Day May 29, 2019, Eid -El Fitri - June 05-06, 2019; Eid - El Kabir August 12-13, 2019; Independence Day - Oct 1, 2018; Nov 11, 2019 Prophet Mohammed Birthday

## **COURSE STRUCTURE**

<b>MBA First year</b>			
<b>First Semester - October - February</b>			
<b>Course Code</b>	<b>Course</b>	<b>Credit Units</b>	<b>Status</b>
MBA 101	Analysis of Business Problems	3	Core
MBA 110	Quantitative Analysis for Business Decisions	3	Core
MBA 102	Corporate Financial Accounting	3	Core
MBA 104	Business Ethics	3	Core
MBA 112	Management Communication	3	Core
MBA 111	Human Behaviour in Organizations I	3	Core
MBA 103	Economic Environment of Global Business	3	Core
MBA 115	Introduction to Marketing	3	Core
MBA 116	Cost & Management Accounting	3	Core
MBA 113	Introduction to Financial Management 1	3	Core

<b>MBA First year</b>			
<b>Second Semester - March -June</b>			
<b>Course Code</b>	<b>Course</b>	<b>Credit Units</b>	<b>Status</b>
MBA 134	Operations Management	3	Core
MBA 118	Strategic Management I	3	Core
MBA 119	Marketing Management	3	Core
MBA 113	Corporate Finance	3	Core
MBA 122	Business Research Methods	3	Core
MBA 137	International Business Management	3	Core
MBA 121	Digital Business and Technology Management	3	Core
MBA 214	Operations Strategy	3	Core
MBA 231	Human Behaviour in Organizations II	2	Core
MBA 117	Social and Political Environment of Business	3	Core
	Life Project	1	Core

<b>MBA Second year</b>			
<b>First semester - October - December</b>			
<b>Course Code</b>	<b>Course</b>	<b>Credit Units</b>	<b>Status</b>
MBA 212	Entrepreneurship	1.5	Core
MBA 233	Service Management	1.5	Electives
MBA 238	Managing Business Risk in Africa	1.5	Electives
MBA 244	Tax Planning	1.5	Electives
MBA 236	Business Law	2	Electives
MBA 247	Managing Corporate Politics & Power	1.5	Electives
MBA 214	Strategy in an Emerging Market	3	Electives
GNAM	Selling Strategies for Consumer Markets	1.5	Electives

<b>MBA Second year</b>			
<b>Second semester - January - March</b>			
<b>Course Code</b>	<b>Course</b>	<b>Credit Units</b>	<b>Status</b>
MBA 213	Human Resources Management	2	Electives
MBA 215	Negotiation	1.5	Electives
MBA 218	Entrepreneurial Finance	1.5	Electives
MBA 219	Project Management	1.5	Electives

MBA 217	Competing with Technology& Innovation	1.5	Electives
MBA 251	Financial Modeling	1.5	Electives
MBA 250	Agri-business Management	1.5	Electives
MBA 237	Family Business Management in Africa	2	Electives

## **COURSE DESCRIPTIONS**

### **FIRST SEMESTER YEAR 1**

#### **BRUSH-UP PROGRAMME**

Participants start off the MBA programme with a preparatory module that provides a foundation for the MBA courses. This module includes sessions in Accounting, Business English, Mathematics, and Quantitative Analysis. As ambassadors of the School, participants are expected to comport themselves with order and decorum at all times, for this reason, sessions are given on business etiquette and dress sense. In addition, a course on the Nature of Human Beings is given, as we consider it especially important to offer our participants from the beginning of their studies of management a robust understanding of human nature. Since manager work through people to accomplish tasks effectively, a healthy view of human nature broadens your perspective beyond the economic model of man.

#### **ANALYSIS OF BUSINESS PROBLEMS**

##### **3 CREDITS**

Develop an organised approach to decision-making and the ability to solve complex real-world problems. In different scenarios, you learn how to define the problem and the possible cause of the problem. The analysis of the problem and an evaluation of the different alternative solutions, enable you to develop analytical and decision-making skills. As part of this learning process, you will be introduced to basic analytical tools that you will encounter in other courses on the MBA programme.

#### **MANAGEMENT COMMUNICATION**

##### **3 CREDITS**

Gain the basic communication skills needed as a manager to achieve results and to develop good relations within and outside the organisation. The use of these skills is examined in the context of the organisation by means of case studies and role-plays.

#### **CORPORATE FINANCIAL ACCOUNTING**

##### **3 CREDITS**

Learn the fundamentals of financial accounting, reporting and analysis. You will be introduced to the processes by which business transactions generate accounting entries, how they are recorded and summarised in financial statements.

#### **QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

##### **3 CREDITS**

Improve your decision-making and problem-solving skills through analytical and quantitative methods. In today's highly competitive business environment, the use of the quantitative tools in the

analysis of business problems is becoming increasingly important as invaluable complements to the more traditional qualitative procedures. As a manager, you will find that you are in the best position to increase decision-making effectiveness by learning more about quantitative methodology, and by understanding its contribution to the decision-making process.

## **BUSINESS ETHICS**

### **3 CREDITS**

Gain an understanding of the basic concepts, distinctions and techniques for effective ethical analysis of business situations. You will also be exposed to the specific ethical principles or norms applicable in those business situations which pose more specific challenges and acquaint them with commonly held standards of ethical behaviour in such situations.

## **HUMAN BEHAVIOUR IN ORGANISATION I**

### **3 CREDITS**

Increase your personal effectiveness and skill in understanding and managing people in organisations. This course in Organisational Behaviour introduces you to the study of interpersonal relations, group behaviour, politics and influence in organisations. The underlying framework focuses on the harmonisation of personal and organisational goals.

## **ECONOMIC ENVIRONMENT OF GLOBAL BUSINESS**

### **3 CREDITS**

Explore the macroeconomic environment in which businesses operate, and the impact of this environment on a business. Government policies shape the national economic environment by affecting taxation, interest and exchange rates, wages etc. and therefore have a major impact on business.

## **INTRODUCTION TO MARKETING**

### **3 CREDITS**

Develop an understanding of the basic elements in marketing strategy such as product planning, market selection, distribution and pricing. In addition, you will also learn how to integrate all these elements in a coherent marketing mix.

## **COST AND MANAGEMENT ACCOUNTING**

### **3 CREDITS**

Discover the multiplicity of roles management accounting information can play in 'driving' a business. This course is developed on the central theme that management accounting exists within a business primarily to facilitate the development and implementation of the business strategy.

## **INTRODUCTION TO FINANCIAL MANAGEMENT (FIN I)**

### **3 CREDITS**

The course will introduce participants to the general management principles for financial implementation. Financial Analysis and Diagnostics, Financial Forecasting, Working Capital Management, Sustainable Growth, Receivables Management, Credit Policy, Investment Analysis and Capital Budgeting.

## **SECOND SEMESTER YEAR 1**

### **OPERATIONS MANAGEMENT**

#### **3 CREDITS**

Gain an understanding of the frameworks, key concepts and tools needed to design, implement, control and improve the value chain of operating systems. The management of product and services flow to meet demand is crucial to strategic growth and profitability of any firm.

### **STRATEGIC MANAGEMENT I**

#### **3 CREDITS**

Strategic Management I offers the opportunity to develop skills for formulating a competitive strategy. It provides an understanding of a firm's operative environment and how to develop and sustain competitive advantage; and also how to generate superior value for customers by optimizing functional activities. In this course, we will focus on how to balance the opportunities and risks associated with dynamic and uncertain changes in the Nigerian market. Corporate strategy, i.e. the strategy involved in combining different businesses, and implementation of the strategy, i.e. the practical steps to turn strategy into action are also covered in this course.

### **MARKETING MANAGEMENT**

#### **3 CREDITS**

The focus of this course is on exploring how marketing decisions are implemented. Marketing Plans, Product Management and Innovation, Salesforce Management, Marketing Strategy

### **CORPORATE FINANCE (FIN II)**

#### **3 CREDITS**

Corporate finance is concerned with maximizing shareholder value through long-term and short-term financial planning and the implementation of various strategies.

### **BUSINESS RESEARCH METHODS**

#### **3 CREDITS**

This course will provide an introduction to market research and accompanying statistical methods and tools to support decision-making within business organizations. 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 organizations. 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.

## **INTERNATIONAL BUSINESS MANAGEMENT**

### **3 CREDITS**

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

## **OPERATIONS STRATEGY**

### **3 CREDITS**

The course will be concerned with the relationship between operations and the other management functions, and the contributions of operations in providing the company a competitive advantage in the marketplace. The course will also examine the purpose of operations in relation to the general concept of the purpose of the company. It will provide the students with the framework to understand how to attain competitive advantage through the operational structure of the firm.

## **SOCIAL, POLITICAL AND ECONOMIC ENVIRONMENT OF BUSINESS [SPEB]**

### **3 CREDITS**

This course seeks to provide a clear understanding of the dynamic social, political and economic environment of the firm. A good knowledge of the relationship between government, business and society, trends in national strategy within the context of a changing international environment and their implications for the firm is imperative for the strategically minded general manager. The unit 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.

## **DIGITAL BUSINESS AND TECHNOLOGY MANAGEMENT**

### **3 CREDITS**

Appreciate the role of Information Technology in the organisation, how organisations should govern the use and dissemination of Information Systems, what measures should be put in place to ensure

the privacy and secrecy of information. You will also review the internet as a business platform looking at the business model, business transformation, B2C and B2B models.

## **HUMAN BEHAVIOUR IN ORGANISATION II**

### **2 CREDITS**

This course is designed to help you become highly effective and responsible leaders in the rapidly changing business environment, and to adapt to the increasing complexity of the 21<sup>st</sup> century. There are three interesting modules (each consisting of five sessions) on the course: leading oneself, leading others, and leading change. At the end of the course, you should have a good understanding of how to manage your career and the transition from being a great individual contributor to being an effective leader of others.

## **CORPORATE INTERNSHIP PROGRAMME**

### **6 CREDITS**

At the end of the first year, participants are assigned to work in various organizations for a period of twelve weeks. The MBA Career Office works with many organizations to generate internship opportunities for the class. The courses taught in the first year equip the students with new skills and knowledge, which is immediately put into practice in real business situations. The internship report written at the end of the internship allows the participant share his/her work experience with the rest of the class, thus further developing their abilities as managers.

## **YEAR 2**

### **FIRST SEMESTER YEAR 2**

## **ENTREPRENEURSHIP**

### **1.5 CREDIT**

#### **Core**

This programme will equip you with entrepreneurial skills required to identify value-creating opportunities and execute successfully. We define success as creating significant value for the customer and consequently, reaping good returns for the business. We will see how a win-win model for all stakeholders drives business sustainability and profitability.

### **ELECTIVES:**

## **SERVICE MANAGEMENT**

### **1.5 CREDITS**

The main objective of the course is to teach students to understand customer service as a key differentiating factor which sustains competitive advantage in the marketplace. And that those organizations which provide superior quality of service to customers grow faster than their competitors.

The course has been designed to introduce to the students the business concept of service as opposed to products. The course enables the students to understand that dealing with customers does not only depend on the exchange of tangible goods but also includes the exchange of intangible feelings. It will provide the students a framework to design and manage service operations to achieve competitive advantage.

## **BUSINESS LAW**

### **2 CREDITS**

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

## **MANAGING CORPORATE POWER AND POLITICS**

### **1.5 CREDITS**

This course will help you recognize politics and equip you with the tools to manage it. At the end of the course, students should be able to:

Understand the nature of power, influence and politics – recognize power play.

Manage the cardinal organizational relationship points and the organizational “surroundings.”

Establish mutually beneficial alliances across the board.

Be the “perfect protégé.”

Improve self-esteem.

Communicate more assertively.

This course focuses on the understanding of power and political processes and the use of tools such as assertiveness, credibility, influence and emotional intelligence to support the traditional skills.

## **STRATEGY IN AN EMERGING MARKET**

### **3 CREDITS**

This course focuses on how to balance the opportunities and risks associated with dynamic and uncertain changes in the Nigerian market. Corporate strategy, i.e. the strategy involved in combining

different businesses, and implementation of the strategy, i.e. the practical steps to turn strategy into action are also covered in this course.

## **TAX PLANNING**

### **1.5 CREDITS**

As modern societies become more complex, so national governments develop increasingly sophisticated taxation policies. International Trading, the formulation of strategic financial plans and the imaginative, yet commercial handling of tax affairs have an increasing influence on the success of organizations from the individual businesses to the multinational corporations. This course will provide the knowledge and framework needed to address the key issues concerning tax planning. Drawing on real-life cases, the course will equip the students with the practical tools and insights needed to avoid common pitfalls.

## **SECOND SEMESTER YEAR 2**

### **MICROECONOMIC ENVIRONMENT OF BUSINESS (EEB2)**

#### **2 CREDITS**

This course is designed to enable the student/participants gain insight and understanding of the individual decision-making unit (the household sector) and the decision-making unit at the industry level. The course deals with the application of economic theory and economic methodology to decision-making problems faced by the consumers, private sector, the public sector, non-government organization and non-profit institutions.

### **HUMAN RESOURCE MANAGEMENT (HRM)**

#### **2 CREDITS**

This course is designed to introduce you to key concepts, issues and challenges associated with managing people in organisations, covering five core areas of HRM: talent resourcing and management, performance management, reward management, people development, and employee relations. The HRM course builds on the two foundational courses – Human Behaviour in Organizations I and II – and enlists the disciplines of economics, social psychology, and sociology; in addition, the course has linkages with several other non-HR-related courses on the MBA.

## **NEGOTIATION**

### **1.5 CREDITS**

This elective is for students wishing to become more skilful at negotiating win-win agreements in their personal lives and mutually beneficial ones in their business life. Understanding the negotiation process can go a long way to reducing the number of poor agreements that lead to disappointing results, endless disputes, or escalating conflicts. This course seeks to empower businesspeople to design a negotiation strategy leading to optimal gains while building up relationships and securing future contracts.

## **PROJECT MANAGEMENT**

### **1.5 CREDITS**

The objective of this course is to introduce the students to the principles of modern project management, share experience on the practice of modern project management, introduce the use of project management software, and get the students to use this knowledge in the execution of a life project, preferably one of their on-going school or office project.

## **COMPETING WITH TECHNOLOGY & INNOVATION**

### **1.5 CREDITS**

The competitive environment in Nigeria is getting tougher, markets are becoming fragmented, and increasing number of firms are competing for limited client Naira. In addition, artificial restrictions to competition are increasingly disappearing and the increasingly globalized economy means that local firms face competition from international players.

The implications of these is that firms have to differentiate themselves through innovation as innovation has become a critical tool for creating competitive disequilibrium enabling the firms to create superior value for customers. In other words, firms need to constantly create and design new products and services to achieve sustainable competitive advantage. Firms that are able to sustain a series of successful innovations will remain ahead of their competitors.

This elective therefore aims to explore various managerial issues involved in delivering strategic innovation. Specifically, it will enable participants to understand how to become innovation leaders and change agents in identifying the need for innovation, building innovation into an organizational complex processes and delivering strategic innovations to achieve competitive advantage.

## **FINANCIAL MODELLING**

### **1.5 CREDITS**

Financial modelling is the use of appropriate spreadsheets or other relevant technologies and applications in building models that can help us analyse and solve financial problems, carry out forecasting and execute “what-if” analysis based analysis. The objective of this course is, therefore, to help students develop relevant basic skills and best practice in designing, building, testing simple and moderately complex models to be used in solving financial problems that they may encounter in practice.

## **MANAGING BUSINESS RISK IN AFRICA**

### **1.5 CREDITS**

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

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

## **AGRI-BUSINESS MANAGEMENT**

### **1.5 CREDITS**

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

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

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

## **FAMILY BUSINESS MANAGEMENT IN AFRICA**

### **1.5 CREDITS**

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

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

## **ENTREPRENEURIAL FINANCE**

### **1.5 CREDITS**

Entrepreneurial Finance focuses on start-up ventures and the early stages of firm development. The course deals with financing decisions of entrepreneurs: how much money can and should be raised;

when should it be raised and from whom; what is a reasonable valuation of the company; and how should funding, and exit decisions be structured. It aims to prepare students for these decisions, both as entrepreneurs and venture capitalists. Furthermore, the course includes a deep analysis of the structure of the private equity industry.

## **SUSTAINABILITY AND SOCIAL ENTREPRENEURSHIP**

### **1.5 CREDITS**

The course has been designed to cultivate three pillars of competencies required to develop and grow a social enterprise whether working as startup entrepreneurs, nonprofit managers or corporate ‘intrapreneurs’: leadership effectiveness, business fundamentals and social innovation.

**Business Fundamentals** – Hands-on, highly practical approaches to identifying and assessing business opportunities, creating winning venture plans, starting and refining a new venture, as well as organizational skills in human resource management, finance and accounting, business/nonprofit law, marketing, fundraising and impact measurement will be provided by subject-matter experts.

**Leadership Effectiveness:** Effective leadership – managing the self, working with staff and employees, coordinating with stakeholders and partners – is essential to enacting real change. Empathy and emotional intelligence underpins a number of widely-accepted approaches to personal development and leadership.

**Social Innovation in the Growing Enterprise:** Design thinking is an important skill for social entrepreneurs attempting to address seemingly intractable problems. You will learn to systematically innovate in ways that are relevant to the customer and will be exposed to best practices and successful models.

## **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 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 MBA Programme on the following dimensions:

- The candidate's ability to benefit from the academic work of the MBA 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 course requirements are:

***First Year:*** Participants must complete all courses included in the curriculum of the first year.

***Internship:*** This is an integral part of the Programme. Participants will submit a report to their

supervisors at the end of the project. The internship programme provides exposure to the intricacies of the business world, where participants are expected to apply principles and concepts acquired during the first year of the Programme.

**Second Year:** Participants can choose from a number of electives which could be taken at the School or in one of the exchange programmes of the School’s strategic partners.

The minimum number of credits required for graduating from the Programme is distributed as follows:

Core courses: 60 credits

Internship: 6 credits

Electives: 12 credits

### ***3.1 Changes in Course Offerings***

During the second year of the MBA Programme, elective courses are offered to participants to choose from to enable them meet the cumulative minimum requirement of 12 credit units. LBS reserves the right to introduce new electives deemed relevant to the career development of participants. Similarly, electives offered in the past year may be cancelled in the current year. Furthermore, the School reserves the right to withdraw electives lacking a minimum number of enrolments in any given semester during the second year.

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

## **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 percent in the course.

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

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

#### ***4.2 Failed Courses***

The minimum pass mark is 50 percent. 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 8.4 below.

### ***5.2 Internship***

The Internship is an important part of the participant’s academic and professional development within the Programme. It enables participants practise the knowledge acquired during the first year of the Programme, increase business experience and develop effective managerial skills.

The MBA Director will present details of the internship logistics before the end of the first year. A faculty member will be assigned to each participant to supervise and evaluate performance. This evaluation will include the opinion of the participant’s employer during the internship.

At the end of the internship, each participant will submit a written report of the work done. Non-fulfillment of the Corporate Internship Contract or behaviour that manifestly violates professional

morality, honesty and professionalism will attract a grade lower than expected based on the assessment of the participant's achievement during the internship period.

### ***5.3 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 under review. The process will consist of a written and 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 7.1 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, without the option of taking a re-sit in that course or courses.

In the MBA Programme of Lagos Business School, decisions on the academic standing of a participant are not based exclusively on the number of times s/he has failed a course nor 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 to identify those who have come close to failing to meet the minimum standards and 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; or any combination of four "F" grades
- When in any semester of the second year of the Programme the student obtains three or more "F"s; or any combination of three "F" grades

- 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 20percent 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 and EMBA – 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.