



**LAGOS  
BUSINESS  
SCHOOL**  
PAN-ATLANTIC UNIVERSITY

**PRME**

Principles for Responsible  
Management Education

# Sharing Information of Progress (SIP) Report

July 2017 – June 2019



**AACSB**

 **ASSOCIATION  
OF  
AMBA  
ACCREDITED**



**LAGOS  
BUSINESS  
SCHOOL**

---

**PAN-ATLANTIC UNIVERSITY**

# United Nations Principles for Responsible Management Education (UN PRME)

## Sharing Information of Progress (SIP) Report

**July 2017 – June 2019**

# Table of Contents

|  |           |
|--|-----------|
| <b>Renewal of Commitment to the UN Principles for Responsible Management Education</b>                                     | <b>1</b>  |
| <b>Principle 1   Purpose</b>   | <b>2</b>  |
| The Young Talents Programme (YTP) and Management Scholar Academy (MSA)   | 2         |
| LBS Alumnus Paul Oraijsaka named Influential Leader by AACSB International   | 4         |
| LBS Alumni, Finalists at the 2018 Association of MBAs (AMBA) Awards  | 5         |
| Socio-Economic Impact in Communities - Student and Alumni Projects   | 7         |
| <b>Principle 2   Values</b>  | <b>8</b>  |
| Venture in Management Programme  | 9         |
| Global Network Week  | 9         |
| Lagos Business School International EMBA week 12   | 9         |
| <b>Principle 3   Method</b>  | <b>10</b> |
| Experiential Learning for Adoption of Responsible Business Practices   | 10        |
| LBS Executive in Residence Scheme  | 11        |
| World Case Teaching Day: A reflection on case studies as Lagos Business School's strongest teaching method                 | 11        |
| MBA Students participate at Yale SOM Integrated Leadership Case Competition  | 10        |
| Agribusiness Management Programme (AgMP)   | 12        |
| Case Studies on Responsible Leadership, Ethics & Sustainability  | 12        |
| Short Courses, Custom Programmes and Webinars on Responsible Leadership, Ethics & Sustainability                           | 13        |
| <b>Principle 4   Research</b>  | <b>14</b> |
| Sustainable and Inclusive Digital Financial Services (SIDFS) Initiative launches reports on Financial Inclusion in Nigeria | 14        |
| LBS Faculty Members appointed to CIBN Research Committee & CIBNFCS board   | 15        |
| Books and Book Chapters  | 16        |
| Journal Articles   | 17        |
| Conference Papers  | 17        |

# Table of Contents

|  |           |
|--|-----------|
| <b>Principle 5   Partnership</b>   | <b>1</b>  |
| 2018 Nigeria Innovation Index with Accenture                                       | <b>18</b> |
| Sports Business Management Programme with La Liga Business School, Spain           | <b>18</b> |
| Global CEO program – Africa  | <b>19</b> |
| Nutrition, Health and Wellness Reportage - LBS & Nestlé Nigeria Workshop for Media | <b>19</b> |
| LBS and Chevron Partner to Advance STEM Education in Nigeria                       | <b>19</b> |
| <b>Principle 6   Dialogue</b>  | <b>20</b> |
| Babatunde Anjous Youth Entrepreneurship Day:                                       | <b>20</b> |
| Africa Business Conference led by MBA Students                                     | <b>20</b> |
| LBS-Microsoft Digital Economy Workshop   | <b>21</b> |
| Multigenerational Family Business Programme in honour of Pascal Dozie              | <b>21</b> |
| <b>Advancing Sustainability, Leadership and Ethics: LBS Centres</b>                | <b>22</b> |
| Lagos Business School Sustainability Centre (LBSSC)                                | <b>22</b> |
| Christopher Kolade Centre for Research in Leadership and Ethics (CKCRLE)           | <b>24</b> |
| <b>Sustainable Development Goals Index</b>   | <b>25</b> |
| <b>Abbreviations</b>   | <b>28</b> |

# Renewal of Commitment to the **UN Principles for Responsible Management Education**

**I**t is our mission at Lagos Business School to build responsible managers and business leaders. We are glad to have been signatories to the UN Principles for Responsible Management Education (PRME) since 2011 and by this Sharing Information on Progress (SIP) Report hereby renew our commitment to the six PRME principles. LBS' strategic intent is to be widely recognised as the business school with the greatest impact on the knowledge and practice of management in Africa.

Since our last SIP report, several interesting initiatives and impacts have been recorded at LBS. We hosted the first Africa Responsible Business (ARB) Forum in 2018 at LBS and will be co-hosting the 2nd ARB Forum with Riara University Business School in Nairobi this year. The ARB Forum showcases how African businesses are attempting to be responsible, and provides an avenue for collaboration, innovation and learning for responsible business practices in Africa. Our current students and alumni continue to create socio-economic impact in various communities in Nigeria through development initiatives particularly around the Sustainable Development Goals (SDGs) 1 (No Poverty), 3 (Health); 4 (Education) and 7 (Clean and Renewable Energy).

LBS faculty and centres also partnered with key organisations and businesses to address SDGs in our context. The Sustainable and Inclusive Digital Financial Services (SIDFS) Initiative published insightful reports on sustainable digital finance solutions which aim to address poverty and economic growth among the unbanked and underbanked in Nigeria.

LBS also convened several annual SDG-focused dialogue forums including the International Sustainability Conference, Sustainable Development Symposium, Financial Inclusion Conference, CEO Roundtable on Sustainability and others. We have also worked closely with members of Nigeria's Private Sector Advisory Group on SDGs (PSAG Nigeria) to advance business action for the SDGs through dialogue forums and capacity building programmes like the Lafarge Africa Sustainability Forum and the Nestle Nigeria Nutrition, Health and Wellness Workshop for Journalist.

We recognise the importance of sustainability, responsible leadership and ethics in building successful businesses and sustainable economies and our institution is committed to driving this conversation through our teaching, research and partnerships. The body of this report details our implementation of the UN PRME principles from June 2017 to July 2019.



**Professor Enase Okonedo**  
Dean, Lagos Business School

# Principle 1 | Purpose

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

## The Young Talents Programme (YTP) and Management Scholar Academy (MSA)

The fifth and sixth editions of the Lagos Business School's Young Talents Programme (YTP) held in August 2018 and May 2019 respectively. The programme is a platform for engaging with bright and talented university students, opening them up to possibilities in the MBA and Ph.D programmes and shortlisting a select few for the Management Scholar Academy (MSA). The MSA is a two-year

programme which prepares young scholars for doctoral studies in the field of business and management. The YTP and MSA participants are encouraged to influence society through their approach to embarking on their careers. We consider the YTP a veritable resource to the School and the larger pool of management colleges and business schools in Africa. Professor Enase Okonedo, Dean, Lagos

Business School said "we have recruited a number of YTP attendees into our Management Scholar Academy and have supported them in their quest to earn doctoral degrees. We have a good number of them in top schools across the globe, and these are the ones we hope will be the potential faculty of LBS." Speaking on the programme curriculum, Dr Uchenna Uzo, MBA Director and Academic Director, YTP remarked, "we have revised the programme curriculum, especially in the aspect of inviting CEOs of successful companies and this has helped make it more impactful."

The Association to Advance Collegiate Schools of Business (AACSB) recognised the LBS' YTP as one of the 30 Innovations that Inspire at the 2018 International Conference and Annual Meeting (ICAM 2018). The Programme was recognised under the category 'Cultivating the Business School Leadership Pipeline'



highlighting how business schools are applying the practices of leadership development to coach the current and future leaders in academia to think more strategically across the academic enterprise. Thomas R. Robinson, president and CEO of AACSB said

“Through its best-in-class leadership development programme, Young Talents Programme, Lagos Business School is ensuring that the business leaders of tomorrow will be ready for whatever lies ahead.” The recognition means that LBS is among the 30 global

institutions who are defining what it means to lead in the face of uncertainty and cultivating that winning skillset in the next generation of business leaders.



*I joined Lagos Business School in 2016 as a Research Assistant under the MSA scheme, with a budding interest in pursuing a PhD. Being part of the MSA encouraged and facilitated the process of realising this goal. Working closely with a faculty, as well as the recurrent seminars organised by the research department, I gained an improved insight into research by developing skills in literature review, research methods, and methodologies. I also learned the procedures and requirements involved in applying for a graduate degree overseas; which I implemented and resulted in my admission into a PhD programme in Cambridge. The MSA which brings together young adults with similar academic and career goals, also afforded me the pleasure of being part of a community of brilliant minds and the possibility of forging lasting bonds. Altogether, the MSA undoubtedly harnessed my abilities and equipped me with the necessary tools in my evolution as a scholar. - Esther Anwuzia, PhD Candidate, Educational Psychology, University of Cambridge (MSA 2016/17)*

*The MSA/YTP programme empowered me to face global competition. It imparted values such as rigor and perseverance in me. These have served and continue to serve me well. - Ijeoma Ugwanyi, Graduate Research Associate/Tutor, City University of Hong Kong (MSA 2015/16)*

*I have led data management teams on major projects, and also recently trained a group of university students on software testing with the aim of helping to improve their employability skills. When you get together with a group of smart, innovative people, it lights you up and makes you see new possibilities and new avenues for partnerships. It was a very engaging process for me. - Akinola Odunlade, Technology Consultant at leading global professional services company, Accenture (YTP 2015)*

*The mentorship YTP freely offers has been highly beneficial. We were all assigned mentors who drilled us and so far, I have kept in touch with mine and it has been a rewarding experience. - Ifeanyi Nweke MSA Research Assistant. LBS (YTP 2017)*



## LBS Alumnus Paul Oraiaka named Influential Leader by AACSB International

Lagos Business School alumnus, Mr Paul Oraiaka of the Advanced Management Programme 20 and the Executive MBA 14 was recognised at AACSB's 2018 Deans Conference in Las Vegas, Nevada, USA. He was among a group of 29 business pioneers from 13 industry sectors, whose careers are addressing today's most pressing social, economic, environmental, and educational challenges. AACSB International-The Association to Advance Collegiate Schools of Business (AACSB), the world's largest business education network,

celebrated the positive impact business school graduates are making in communities around the globe as part of the 2018 Influential Leaders Challenge. The challenge honours notable alumni from accredited schools whose inspiring work serves as a model for the next generation of business leaders.

Oraiaka's organisation Auldon Toys, launched the Culture vision to find and implement solutions to social, cultural and environmental issues facing the Nigerian child – as these are the class of people his toys business caters for.

Through the African-themed dolls, his organisation has ensured an increase in cultural awareness, national pride, unity amongst ethnic divides and the upliftment of schools. Importantly, his company has created a product, not just for girls to have doll that look like them, but to also pass a positive message. With the Culture Vision, Oraiaka has impacted positive social attributes into the Nigerian girl child, as a happy and inspired childhood creates happy, motivated and influential women. According to Oraiaka, LBS helped him to become the person he is today professionally.

*"One key takeaway I learnt at LBS is that chasing value firstly in business rather than just a profit-oriented mindset is critical to long-lasting success. An impact focused business model is sure to endear you and your business to the society from which you derive your income" -*

*Paul Oraiaka, LBS Advanced Management Programme 20 and Executive MBA 14*

*"We would like to thank Mr Paul Oraiaka for demonstrating the true excellence and leadership we wish to see in the world, and we congratulate Lagos Business School for their role in helping to mould a new generation of global business leaders dedicated to driving impact that results in global prosperity."*

*-Thomas R. Robinson, president and CEO of AACSB*

## LBS Alumni, Finalists at the 2018 Association of MBAs (AMBA) Awards

Lagos Business School alumni, Glory Enyinnaya (EMBA 21) and Aidenehi Okosun (MBA 14) were finalists for the AMBA Student of the Year and the Entrepreneurial Venture of the year respectively, at the 2018 AMBA Awards held in London, United Kingdom. The AMBA Student of the Year award sponsored by the Wall

Street Journal is for the high performing MBAs who demonstrate outstanding skills and motivation towards becoming tomorrow's business leaders and the MBA Entrepreneurial Venture Award celebrates the achievements of successful alumni who are trailblazers in world-class business strategy.

These awards also showcase business schools that are nurturing the spirit of enterprise and ambition.

Glory Enyinnaya is a Management Consultant, Entrepreneur and a Prosci-certified Change Manager who has led the implementation of change on several technology implementation projects











across Africa, including the West African team of the world's largest SAP deployment. Currently, she is the founder and Lead Consultant of Kleos Africa, an online consulting platform which aims to enable value-adding interactions between African SMEs and experienced MBAs and professionals, with the aim of increasing the rates of successful entrepreneurship in Africa. She is also the Programme Manager for the African Women Entrepreneurship Cooperative (AWEC), an initiative of the New York-based Centre for Global Enterprise, which aims to empower 3,000 African women entrepreneurs by 2021. She is the President of the Lagos Business School chapter of the Beta Gamma Sigma, an international association for high-performing business school graduates.

Aidenehi Okosun possesses about seven (7) years of post-graduate experience in various industries including the Energy, Technology and Food & Beverage industries where he has held several leadership roles ensuing his graduation from Management Information System at Covenant University and is a seasoned Business Developer. He sits on the board of several start-ups and provides mentorship to a slew of budding entrepreneurs. He has a keen penchant for "Social Entrepreneurship" and "Impact Investing"; particularly on business models that improve the Quality of Life in emerging markets especially in sub-Saharan Africa. He also has volunteering experience at the Tony Elumelu Foundation (TEEP), the Barcelona Technology Transfer Group, and the Diamond Bank Entrepreneurship Initiative.

## Socio-Economic Impact in Communities - Student and Alumni Projects

A core pillar of the LBS learning experience is building professional ethics and community service. In line with this, our students and executive participants are encouraged to take their learning beyond the classroom to the larger society.

Over the years, various alumni classes have developed initiatives and solutions to specific social problems faced by target communities. Some of such alumni projects include:

| CLASS           | INITIATIVE   | SDG/IMPACT AREA   |
|-----------------|--|---|
| FTMBA 10        | Award of scholarships to 5 students in Dustbin Village, Ajegunle   |   |
| SMP 65          | Construction of a power house, procurement of solar panels, storage batteries, cables, conduit and underground wiring to 22 homes and street lights for community paths. |   |
| Executive MBA 1 | Uninterrupted supply of power for 12 hours (6pm - 6am) for Rugan Bayero Community, Mararaba, Nasarawa State  |   |
| SMP 56          | Construction of Borehole and water supply for Ajegunle Community   |   |
| AMP 25          | Donation of stationery, desks and chairs to the pupils of Ade Oshodi Nursery, Sura   |   |

| CLASS  | INITIATIVE   | SDG/IMPACT AREA   |
|--------|--|---|
| AMP 26 | Donation of home economics equipment to Government Girls Grammar School, Ikoyi   |       |
| OMP 17 | Donation of 100 units of Students Chairs and Desks to Lekki Community High School, Lekki<br>Donation of exercise books to pupils of Awoyaya Primary School |       |
| OMP 21 | Free cancer screening at Arrive Alive Diagnostic Centre, Ojuelegba, Surulere   |    |
| OMP 21 | Free PSA test and breast cancer screening, health walk to raise awareness on cancer treatment and prevention at Upbeat Recreation Centre, Lekki.           |    |
| SMP 41 | Donation for the Children of Mercy Home Orphanage Home, Sangotedo  |     |
| OMP 17 | Donation of exercise books to pupils of Maryland Primary School, Maryland  |    |
| CEP 19 | Donation of furniture to Children Development Centre, Surulere   |   |
| AMP 22 | Donation of funds and food items to Living Faith Orphanage, Oniru  |   |
| SMP 48 | Adoption of 5 students for scholarships to Junior Secondary School, Dustbin Village, Ajegunle  |   |
| SMP 41 | Funding and organisation of Christmas fun outing for Children of Mercy Orphanage Home, Sangotedo   |   |
| AMP 24 | Capacity building training for teachers of Government Senior Secondary School, Iyana Ipaja   |    |

Through the LBS Sustainability Centre's Ford Foundation grant project 'Building Youth Leadership Capacity in Nonprofit Management', current students of our full-time MBA were supported to develop and implement community service projects known as 'Personal Social Responsibility' projects. These projects create an opportunity for these young, potential

business leaders to work with youth in the non-profit space and invest in the well-being of others and the community. Working in collaboration with participants of LBS Nonprofit Leadership and Management Programme (NPLM), the MBA students went through full-range project activities, from opportunity identification to project implementation.

The student groups and projects include:

- **Education Group's iRead Initiative:** A book donation initiative aimed at improving the accessibility of reading materials to pupils attending primary schools. The project is geared towards transferring books from families who have no need for them to pupils and schools who need them. **(Impact Area – Education, SDG 4)**
- **Environment Group's LBS Plastic Free Day:** An awareness building project to educate everyone on the LBS campus about plastic pollution and encourage them to reduce the use of plastics where possible, and recycle, reuse and properly dispose of plastic items. **(Impact Area – Environment, SDG 13)**
- **Finance Group's Financial Advisory and Training for SMEs Programme:** A programme which renders free advisory services to small scale businesses across various business segments. The project aims to provide financial empowerment through education. **(Impact Area – Economic Growth, SDG 8)**
- **Health Group's Come Alive Initiative:** A programme which educates youth on the dangers, myth, identification and solutions to mental health conditions within their society. The aim is to reduce and/or eliminate the occurrence of depression by creating channels through which people can reach out and get help. **(Impact Area – Health, SDG 3)**



# Principle 2 | Values

*We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*

## Ventures in Management Programme

Lagos Business School and Junior Achievement Nigeria hosted JAN's managerial development session, Venture in Management Programme (ViMP). ViMP is an annual programme which has young graduates receiving training in managerial and employability skills. The one-week Venture in Management Programme is designed for serving and recently passed out members of the Nigeria Youth Service Corp (NYSC). Youth unemployment is a major challenge in Nigeria and the ViMP serves as an avenue to bridge the skills gap and enable more youth get gainfully employed.



The programme like all LBS programmes lays emphasis on leadership and ethics and offers preparatory knowledge needed to guide the participants as they take their first steps in their business and management careers. The LBS case study approach was employed in engaging participants in simulated scenarios that helped them

handle situations as they would in the workplace. There were also interactive sessions with industry leaders including the National Senior Partner and Chairman, KPMG West Africa, Mr Kunle Elebute and Managing Partner, Growth Capital Fund at Co-Creation Hub, Mr Tunji Eleso who both opened them up to the workings of entrepreneurship, innovation and management. The participants went on

a Corporate Social Responsibility (CSR) outreach after which they were presented with certificates.

*"We participated in an advertising contest and that was new and valuable for me because my interest is in sales. Now I can deal better with consumers and make effective marketing transactions and simultaneously show off advertising skills". -*

**Olusegun Osoneye (ViMP Participant, 2018)**

## Global Network Week

Lagos Business School hosted the 2018 edition of the Global Network Week (GNW2018) with 14 other member institutions under the Global Network for Advanced Management (GNAM). Themed 'Selling strategies for consumer markets: Perspectives from Africa's largest economy', the week-long event exposed participants to indigenous strategies that shape buying and selling within consumer markets of Africa's largest economy. Visiting participants from Yale School of Management, USA; IE Business School, Spain; and European School of Management and Technology, Germany alongside members of the MBA 16 class took classroom sessions and explored formal and informal markets during the course of the week. GNAM uses the annual network week to help member schools and their students deepen their understanding of the differences and commonalities in their economies and increase their effectiveness. LBS became a member of the network in 2014.

## Lagos Business School International EMBA week

Lagos Business School hosted the inaugural edition of its International Executive MBA week in 2018. The five-day immersive experience saw participants explore

Nigeria's business environment through classroom sessions and learning trips. Themed 'Playing to win in Africa: Exploring Business Opportunities in Nigeria', the International EMBA week was designed to enable participants from various countries to understand the socio-cultural, political and economic environment in Nigeria and Africa and provided an opportunity for business schools in Africa to collaborate. Throughout the week, participants gained first-hand experience of the business environment and wealth of culture in Nigeria. They visited Nike Art Gallery, International Centre for Commerce (ICC) owned by the Balogun Business Association (BBA) Market and Lagos' technology and gadget hub, Computer Village. The week also featured an investment pitch contest where a panel of industry leaders in consulting, real estate and technology, and business integration judged the keenly contested challenge, with the group that developed a solution to the second goal of the United Nations Sustainable Development Goals (Zero Hunger) emerging winner. The International EMBA week was attended by more than 30 participants from University of Stellenbosch Business School, South Africa; Strathmore Business School, Kenya, and host, Lagos Business School.

*"Africa's narrative is changing, and soon, the continent will become the epicenter of urbanisation in the world. The time has come for countries to take advantage of this encouraging trend by boosting intra-Africa trade, accelerating integration by jointly building regional infrastructure and equally building responsible businesses"*

**– Professor Chris Ogbechie, Director, LBS Sustainability Centre**

*"The quality of knowledge I have gained this past week has opened me up to the numerous business opportunities available in Nigeria, and I cannot wait to implement all that I have learned. Also, I wish the programme ran for more than one week, there is so much more to do and learn from Lagos Business School"*

**– Joyce Cherotich, 1 Strathmore Business School, Kenya**

# Principle 3 | Methods

*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

## Experiential Learning for Adoption of Responsible Business Practices

In recent years, Lagos Business School has adopted 'experiential learning' as a means of teaching and influencing managers to adopt a sustainability mindset. Our executive participants have taken trips to business sites to learn firsthand and ponder on the processes and challenges of embedding sustainable business practices.

We have been able to achieve this by working collaboratively with the Tolaram Group's Lagos Free Trade Zone, Nestle Nigeria, Guinness Nigeria and the Dangote Group. Alhaji Aliko Dangote, Founder of Africa's largest indigenous business, Dangote Group, delivered an insightful session at the School in May 2018. His visit was part of experiential learning activities organised by LBS to expose participants

to first-hand knowledge from reputable and successful entrepreneurs who can inspire them to scale their businesses and contribute to transforming the Nigerian economy. Participants went on a tour of the group's refinery and petrochemical plant situated on 2,535 hectares of land at the Dangote Free Trade Zone. The objective of the programme was to expose participants to inspiring activities that can help them make a difference in the country



## LBS Executive in Residence Scheme

As part of our mission to develop responsible leaders for Africa and the world, Lagos Business School has introduced an Executive in Residence (EiR) Scheme which commenced in April 2019. The EiR Scheme is a volunteer programme that seeks to provide an opportunity for executives of leading Nigerian corporations and multinationals to share their vast knowledge and experience with participants on LBS C-suite executive programmes. Executives who partake in the scheme are available on the LBS campus at least twice a month and facilitate open and custom Executive Education programmes, lead alumni sessions, provide mentorship and counselling to participants, collaborate with faculty in case study development, deliver guest lectures on the MBA programmes, among other responsibilities. The EiR scheme kicked off with two senior executives – Olaniyi Yusuf, who is currently a Managing Partner at Verraki Partners and former Country Director at Accenture, and Emmanuel Imafidon, who was Director of Business Services at Chevron Nigeria Limited up until 2018. The executives will also provide professional advice to participants and will actively take part in student-led conferences and other related activities. The scheme is in the continuance of LBS' missional imperative to significantly impact on management knowledge in Nigeria and Africa.

## World Case Teaching Day: A reflection on case studies as Lagos Business School's strongest teaching method

Case studies are a teaching method that allows business school students analyse real business problems and proffer solutions like managers and executives would. At LBS, the case study pedagogy sits at the core of the education we offer. We research African companies, proffer solutions based on first-hand knowledge of the problems and the nuances required to solve challenges faced by these companies. Our faculty members have won case awards within and outside Africa, the most recent being Marketing faculty, Dr Uchenna Uzo's case, 'Indomie Noodles in Africa: Lessons on Digital and Cultural Branding' which emerged the Best Teaching Case at the 2018 Academy of International Business (AIB) Conference held in Rwanda. The case study method ties in to our mission in creating and transmitting management and business knowledge. The case-based approach opens participants to new ways of learning that help strengthen their analytical skills, time management skills, and capacity for teamwork. However, learning goes beyond acquiring knowledge and skills to advancing their careers and building better leaders for the society.

*"My critical thinking and problem-solving skills have improved based on the case study teaching methodology. Initially, it was unfamiliar to me because it is totally different from how I have been taught in the past. It also seemed like a lot of work because it brings together a lot of information from the perspective of managers, giving a holistic view of a company's activities. I value the case contents and diversity from different company departments and economic sectors. The information on the cases are very informative and educational, helping you to understand the problem managers face daily and how they tried to solve those problems."*

**- Arinze Modebe, MBA 16 and LBS team representative at the 6th Annual Yale School of Management Integrated Leadership Case Competition**

*"Thanks to the case study methodology taught at Lagos Business School, I now have a different and better approach to solving both simple and complex business/ life problems. There is a better approach to our African expansion programme at work because we actively apply decision-making skills gained from cases. I enjoyed reading the cases because they provide new information on different countries, industries, people, management styles, problems and solutions. I gained insights from the different proposals and suggestions made by classmates from diverse work experiences and backgrounds. The ultimate value derived is the decision-making practice i.e. cases provided the avenue to practice critical thinking and decision-making."*

**- Ganiu Odewale, Executive MBA 22.**

## MBA Students participate at Yale SOM Integrated Leadership Case Competition

Four participants on the LBS MBA programme successfully represented the School at the sixth edition of the annual Yale School of Management Integrated Leadership Case Competition. Nkiruka Nwakonobi, Arinze Modebe, Ayodeji Ososami and Mayowa Adeosun – all in the MBA 16 class made it to the finals of the competition making LBS one of the 14 business schools to qualify for that level, out of 32 competing Global Network for Advanced Management (GNAM) schools. The Yale Integrated Leadership Case Competition brings

together the best students from top business schools across the globe to develop creative solutions to business challenges. At the competition, LBS' representatives, who participated in one of the three pools of competitors, recommended new business strategies to the company under analysis, Prodigy Finance. They also proposed that Yale School of Management adds a Nigerian case to its raw case format and were able to secure an agreement with the School.



*"Our students who participated in the Yale SOM Leadership Case Competition have done LBS so proud. It is rewarding to know that these students not only impressed the judges but stood their own among other leading global business schools."*

*- Dr Uchenna Uzo, LBS MBA Director.*

## Case Studies on Responsible Leadership, Ethics & Sustainability

- Alos, A., Anyakora, C. & Adeniyi, J. (2017). IECD: Seeds of hope. The Case Centre No 317-0320-1. Lagos, Nigeria: Lagos Business School.
- Ogbechie, R. (2017). Telco: 2013 horsemeat scandal. The Case Centre No 717-0058-1. Lagos, Nigeria: Lagos Business School.
- Ogbechie, R. (2017). Volkswagen: The diesel emissions scandal. The Case Centre No 717-0059-1. Lagos, Nigeria: Lagos Business School.
- Ogbechie, R. (2018). Gogo Nigeria Limited: Building a Better Culture. The Case Centre No 718-0083-1. Lagos, Nigeria: Lagos Business School.
- Ajai, O. (2018). The Nigerian Petroleum Sector: Reforming the Upstream Nigerian Petroleum Sector - The Saga of the PIB. The Case Centre No 218-0095-1. Lagos, Nigeria: Lagos Business School.

## Short Courses, Custom Programmes and Webinars on Responsible Leadership, Ethics & Sustainability

- **Nonprofit Leadership and Management Programme (NPLM Certificate Course):** NPLM provides a deep understanding of nonprofit leadership, including how to define strong mission statements, manage operational and financial controls, improve organisational capacity, strengthen fundraising and revenue-generation efforts, marketing, volunteer management, governance and sustainability. NPLM participants develop leadership abilities required to advance their nonprofit organisations and establish new relationships, groups, and networks in the nonprofit ecosystem. The four-week programme is supported by the Ford Foundation Grant and features 3 weeks online learning and 1 week in class sessions.
- **Sustainability Workshop for NGOs and Corporate Organisations (Seminar):** This workshop connects and equips players in these unique sectors to adapt to the emerging shift in NGOs/private corporations' relationship. Participants are enlightened on means of creating an exciting new landscape of opportunities for parties to collaborate, increase capacity, sustainability and deliver service to the community, yet such partnerships must not be entered into lightly.
- **Nigeria's Solar Energy Market: Trends, Best Practices and Prospects (Webinar):** This webinar explored the state of Nigeria's solar energy market. Participants were exposed to the current trends, best practices and business prospects of the growing sustainable energy segment. It is estimated that 600 million people living in Africa lack adequate power supply.
- **Sustainability Leadership and Strategy for Regulators (Seminar):** The seminar was specially tailored to equip regulatory agencies and related stakeholders with tools to position themselves better to lead the development and implementation of sustainability policies/guidelines in their industry, which will further strengthen the industry/sector for improved and enhanced social, economic and environmental performance for sustainable development.
- **Supporting Access and Quality of education in Nigeria: CSR interventions that Work (Webinar):** This webinar explored avenues for intervening in the crises in education in Nigeria. 6 out of 10 children in primary six in Nigeria cannot read or write and this will ultimately affect the future pool of talents and future markets for businesses.
- **Social Impact and Sustainability Reporting Workshop (Seminar):** There is a dearth of professional training programmes on social impact and sustainability reporting, for individuals and organisations in Nigeria. The programme is for individuals from organisations that are looking at building competency in social impact as part of business strategy as it concerns social impact assessment, and sustainability reporting.
- **Leading for Impact (Webinar):** This webinar featured a non-profit sector expert sharing their experience on issues such as the management techniques and the strategies you used in developing and driving the mission of your non-profit.
- **Stakeholder Engagement for Sustainable Social Investments (Webinar):** This webinar was tailored to enable businesses and non-profit organisations to understand the rudiments of stakeholder engagement.
- **Advancing Nutrition, Health and Wellness (NHW) through the Media (Customised Workshop):** The workshop for media personnel will be a course advancing the understanding and inclusion of CSV, NHW and other sustainable development concerns in media coverage. Designed by Lagos Business School and Nestlé Nigeria, the workshop will be executed by faculty and industry experts. Participants gained an understanding of how to integrate Nutrition, Health and Wellness (NHW) in media narratives and national discourse.



# Principle 4 | Research

*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.*

## MBA Students participate at Yale SOM Integrated Leadership Case Competition

**T**he Sustainable and Inclusive Digital Financial Services (SIDFS) Initiative of Lagos Business School held the 2nd and 3rd Financial Inclusion conferences in 2017 and 2018 respectively. At both conferences, the report of year-long research work on sustainable and digital finance solutions were published. The reports were titled, "Digital Financial Services in Nigeria: State of the Market Report 2017" and "The Consumer Segmentation Framework 2018". Collaborators on the conferences and project include Microsave, International Finance Corporation (IFC), Dalberg Advisors and Business Day.

SIDFS was founded at LBS in 2015 to function as a university-based research and advocacy initiative with the aim of creating an inclusive ecosystem for financial services. The initiative is supported by a grant from the Bill and Melinda Gates Foundation and has been at the forefront of market research and advocacy on sustainable finance solutions in Nigeria. The Initiative is special to LBS, as it provides social impact and contributes to promoting sustainable business practices, which is the School's mission.



*"This study is to compare the number of unbanked people across the globe; the size of the unbanked and underbanked is growing every day, and this initiative is to ensure we can build products for these people...We use art (audio and visual) to bring these financially excluded people to life, to understand their hopes and aspirations, to immerse ourselves in their world, and ensure we can deliver better products and services to them."*

**– Prof Yinka David-West, SIDFS Project Lead and LBS Academic Director**

*"A total of 1.86 billion people, 35 segments across different markets, 11,500 surveys with 650 variables measured and analysed was used for this report".*

**- Nneka Eze of Dalberg Advisory**

## LBS Faculty Members appointed to CIBN Research Committee & CIBNFCS board

Lagos Business School continues to support the research that will have positive socio-economic impact on Nigeria. Two members of the LBS faculty, Dr Franklin Ngwu and Professor Olayinka David-West were appointed to the Research, Strategy and Advocacy committee of the Chartered Institute of Bankers of Nigeria (CIBN). Professor Chris Ogbechie, Professor of Strategic Management has also been appointed as a member of the Board of Directors of the Chartered Institute of Bankers Centre for Financial Studies (CIBNFCS), a subsidiary of the Chartered Institute of Bankers of Nigeria (CIBN). The CIBN is the umbrella professional body for bankers in Nigeria, whose vision is to be the global reference point for professionalism and ethics in the banking and finance industry.

The CIBN Centre for Financial Studies was birthed out of the need to offer research-based thought leadership for c-suite executives in the banking and finance industry. The body's Research, Strategy and Advocacy committee assists its Governing Council in its policy formulation and coordination efforts. Ngwu is a Lecturer in Strategy, Corporate Governance and Risk Management while David-West is an Information Systems professional with over two decades experience in the Nigerian IT industry and a Professor of Information System.

Both faculty members run a two-year term which will elapse in May 2020. Professor Ogbechie is the President of the Governing Council of Bank Directors Association of Nigeria (BDAN) and was, until recently, the Chairman, Board of Directors at Diamond Bank Plc. He is a visiting professor at Strathmore Business School, Kenya and the founding Director of LBS Sustainability Centre. According to CIBN, "the appointment is in recognition of their outstanding qualities, leadership attributes, and contributions, which they have consistently brought to bear on the activities of the Institute and the financial services industry, in general". The appointments of Ngwu and David-West will aid LBS' objective of significantly impacting the business and practice of management in Africa.



**PROFESSOR OLAYINKA DAVID-WEST**



**DR FRANKLIN NGWU**

## The following are publications by LBS Faculty, centres and affiliates in the period under review:

### Books and Book Chapters

- Ngwu, F., Ogbechie, C., Osuji, K., & Williamson, D. (2017). Enhancing board effectiveness - institutions, regulatory and functional perspectives for developing and emerging markets. Routledge.
- Onukwuba, H. (2018) Alumni leadership and university excellence in Africa. Palgrave Pivot
- Uzo, U., & Kinoti, A. (Eds.). (2018). Indigenous management practices in Africa: a guide for educators and practitioners. Bingley, UK: Emerald Publishing Limited.
- Amaeshi, K., Muthuri, J. N., & Ogbechie, C. (Eds.). (2018). Incorporating Sustainability in Management Education: An Interdisciplinary Approach. Springer.
- Nwagwu, I. (2018). Responsible management education as a catalyst for change. In F. Ovadje, & S. Aryee, Handbook on Organizational Change in Africa. Routledge. In review
- David-West, O. & Nwagwu, I. (2018) SDGs and Digital Financial Services (DFS) Entrepreneurship: Challenges and Opportunities in Africa's Largest Economy. Apostolopoulos, N., Al-Dajani, H., Holt, D., Jones, P. & Newbery, R. (Eds.) Entrepreneurship and the Sustainable Development Goals Vol: 8. Bingley, United Kingdom: Emerald Publishing Limited
- Ngwu, F. N., Ogbechie C. I. & Atanya, O. I. (2018) Insurance Penetration in Sub-Saharan Africa: Issues, Challenges and Prospects. In P. I. Nyaronga & E. F. Wamboye (Eds.), The Service Sector and Economic Development in Africa. London, United Kingdom: Routledge-Taylor and Francis
- Ngwu, F. N., Ogbechie C. I. & Ikibey, G. (2018) Firm Internationalization as a Driver of Organizational Change. In Ovadje F. & Aryee S. (eds), Routledge Handbook on Organizational Change. London, United Kingdom: Routledge-Taylor and Francis
- Nwgu, F. N., Ogbechie, C. I., Adeleye, I., Iheanachor, N., Esho, E., Oji, C. & Onaji-Benson, T. (2018) Banking in Africa: Can Emerging Pan-African Banks Outcompete Their Global Rivals. In I. Adeleye & M. Esposito (Eds), Africa's Competitiveness in the Global Economy. Basingstoke, United Kingdom: Palgrave Macmillian,
- Ogbechie, C. I. (2018) Strategic Management Practices in Africa. In Uzo, U. & Kinoti, A. (Eds.), Indigenous Management Practices in Africa: A Guide for Educators and Practitioners. Bingley, United Kingdom: Emerald Publishing Limited.
- Ohu, E., Laguda, E., & Ogunyemi, K. (2018). Mindfulness and stress reduction: Managing workplace stress. In S. Dhiman, G. E. Roberts, & J. E. Crossman (Eds.), The Palgrave handbook of workplace spirituality and fulfilment (pp 237-267). Cham, Switzerland: Springer Nature
- Onukwuba, H. (2018). Indigenous leadership practices in Africa. In U. Uzo, & A. Kinoti (Eds.), Indigenous management practices in Africa: a guide for educators and practitioners (pp. 119 - 146). Bingley, UK: Emerald Publishing Limited
- Ogbechie, R., & Anakwe, N. (2018). Ethical principles and practices in Africa. In U. Uzo, & A. Kinoti (Eds.), Indigenous management practices in Africa: a guide for educators and practitioners (pp. 205 - 220). Bingley, UK: Emerald Publishing Limited.
- Nwagwu, I. (2018). Responsible management education as a catalyst for change. In F. Ovadje & S. Aryee (Eds.), Routledge handbook of organizational change (pp. 41 - 57). London, UK: Routledge
- Adeola, O. & Ohu, E. (2018). The board in the financial and social performance of firms. In F. Ngwu, O. K. Osuji, C. Ogbechie, & D Williamson (Eds.), Enhancing board effectiveness: Institutional, regulatory and functional perspectives for developing and emerging markets. London, UK: Routledge
- Adeola O., & Anibaba, Y. (2018). Bottom of the Pyramid Marketing: Examples from select Nigerian companies. In R. Singh (Ed.), Bottom of the pyramid marketing: Making, shaping and developing BOP markets. Bingley, United Kingdom: Emerald Publishing Ltd
- Adeola, O., & Adeola, D. (2017). A business quest for peace. In A. K. Verbos, E. Henry, & A. M. Peredo (Eds.), Indigenous aspirations and rights: The case for responsible business and management (pp. 118 - 128 ). New York: Routledge.
- Adeola, O. (2016). The gender question and family entrepreneurship research. In Marques (Eds.), Knowledge, learning and innovation: Research insights on cross-sector collaborations (pp. 159 - 176). Switzerland: Springer.
- Ajayi, O. (2017). Improving corporate governance in developing and emerging markets: The politics, economics and law. In F. N. Ngwu, O. K. Osuji & F. H. Stephen (Eds.), corporate governance in developing and emerging markets (pp. 241 - 254). Oxford, UK: Routledge.
- Attoh, U., & Epie, C. (2017). Negotiation: The role of cultural sensitivity. In R. R. Sharma, M. Csuri, & K. Ogunyemi (Eds.), Managing for responsibility: A source book for an alternative paradigm (pp. 179 - 190). USA: Business Expert Press.
- Ngwu, F. N. (2017). Development of the Anglo-American model of corporate governance in developing and emerging markets. In F. N. Ngwu, O. K. Osuji & F. H. Stephen (Eds.), Corporate governance in developing and emerging markets

(pp. 31 – 44). Oxford, UK: Routledge.

- Onukwuba, H. & Ugwuanyi, I. (In press). Promoting university excellence through effective alumni leadership. In D. Hall & G. Ogunmokun (Eds.), Higher education, leadership, management and marketing. Düsseldorf, Germany: Lambert Business School. Academic Publishing.
- Ogunyemi, K., & Hamilton, J. B. (2017). Virtue ethics and the common good in the corporate legal compliance and ethics functions. In A. Sison, I. Ferrero & G. Guitian (Eds.), Business ethics: A virtue ethics approach, London: Routledge.
- Onwuegbuzie, H., & Ugwuanyi, I. (In press). Experiential learning methods for teaching entrepreneurship with a sustainability mind-set. In K. Kassel & I. Rimanoczy (Eds), Developing sustainability mind-set in higher education, management. Oxford, UK: Greenleaf.
- Osland, A., & Anibaba, Y. (2016). Ethics and compliance in international business courses. In K. Ogunyemi (Ed.), Teaching ethics across the management curriculum, Volume III: Contributing to a global paradigm shift (pp. 225-244). New York: Business Expert Press.

## Journal Articles

- Boso, N., Danso, A., Leonidou, C., Uddin, M., Adeola, O., & Indian Hultman, M. (2017). Does financial resource slack drive sustainability expenditure in developing economy small and medium-sized enterprises? *Journal of Business Research* 80, 247-256
- Adeola, O., & Evans, O. (2017). The impact of microfinance on financial inclusion in Nigeria. *The Journal of Developing Areas*, 51(4), 193-206.
- Adeola, O., & Evans, O. (2017). Financial inclusion, financial development and economic diversification in Nigeria. *The Journal of Developing Areas*, 51(3), 1-15.
- Amah, O. (2017). Leadership styles & relational energy in developing high quality mentoring relationships. *Indian Journal of Industrial Relations*, 53(1), 59-71.
- Nwobu, O., Owolabi, A., & Iyoha, F. (2017). Sustainability reporting in financial institutions: A study of the Nigerian banking sector. *The Social Sciences*.
- Okonredo, E., & Ajogwu, F. (2017). Rethinking the concept of non-recourse in project finance. *Journal of Corporate Governance*.
- Boateng, A., Cai, H., Borgia, D., Ngwu, F., & Bi, X. G. (2017) The influence of internal corporate governance mechanisms on capital structure decisions of Chinese limited firms. *Review of Accounting and Finance*, 16(4), 444-461.
- Nwobu, O., Iyoha, F., & Owolabi, A. (2018). Managerial perceptions of corporate sustainability reporting determinants in Nigeria. *Journal of Business and Retail Management Research* 12(2), 72-82.
- Okoye, F. & Osazuwa, N. P. (2018). Exploring the length of environmental disclosure in Nigerian quoted companies. *International Journal of Sciences: Basic and Applied Research (IJSBAR)*.
- Amah, O. E. (2018). Employee engagement in Nigeria: The role of leaders and boundary variables. *South African Journal of Industrial Psychology*, 44.
- Amah, O. E. (2018). Leadership styles and relational energy: Do all leaderships styles generate and transmit equal relational energy? *South African Journal of Business Management*, 49(1)
- David-West, O., Iheanachor, N., Kelikume, I. (2018). A resource-based view of digital financial services (DFS): An exploratory study of Nigerian providers. *Journal of Business Research*, 88(C), 513-526.

## Conference Papers

- Ajai, O. (2017, April). Authentic CSR: Altruism or optimum value creation? An examination of typologies of corporate sustainability. Paper presented at the Conference on Corporate responsibility: In the dilemma between trust and fake? Dubrovnik, Croatia.
- Ogunyemi, K. (2017, August). Embracing the sacred: Making the world a better place through research and teaching. Paper presented at Academy of Management 2017 Annual Meeting, Georgia, USA.

# Principle 5 | Partnerships

*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*



## 2018 Nigeria Innovation Index with Accenture

Lagos Business School partnered with global professional services company, Accenture for the Nigeria Innovation Index 2018 to showcase and reward organisations in Nigeria's financial services industry, who are integrating innovation into their products and services. Held at Eko Hotel and Suites, the maiden edition of the Nigeria Innovation Index 2018 saw a gathering of representatives from participating banks and fintech companies, some of whom were rewarded for being innovative role models in their industries. The Index attracted 30 entries with 13 and 17 entries from the banking and fintech sectors respectively. The adjudication process involved the invitation of the top six entries from each category and winners were finally selected by a team of judges led by Academic Director, LBS, Professor Olayinka David-West. Wema Bank emerged winner in the Innovation Masters in banking category while online payment service company, Flutterwave won in the Fintech category. In the Strategy, Innovation, Ideation and Absorption category,

Wema Bank and Access Bank took the leading position for banking while Flutterwave and Paystack triumphed in Fintech. The final category was won by Nigeria's first fully digital bank, ALAT by Wema Bank, which emerged as the Banking Innovation Concept of the year. The Nigeria Innovation Index is part of LBS and Accenture's efforts to track, record, recognise, report, reward and support innovation in Nigeria and in turn, grow the economy.

## Sports Business Management Programme with La Liga Business School, Spain

Lagos Business School collaborated with La Liga Business School to deliver the first Sports Business Management Programme in Nigeria. The Sports Business Management Programme (SBMP) is an offshoot of a Memorandum of Understanding between LBS and Spanish league, La Liga to promote capacity development in Nigeria's sports sector through research and training in the management and administration of sports business. The programme is

designed to positively impact the sports industry by developing leaders to drive job creation, youth empowerment and entrepreneurship through sports as a business. The 2-day programme witnessed a convergence of sports entrepreneurs, sports media practitioners, staff of sports agencies and parastatals, and enthusiasts who are interested in growing businesses in the sector. Participants gained knowledge on how to professionalise and promote sports business in Nigeria through classroom lectures, case study sessions, and panel sessions.

## Global CEO program – Africa

Lagos Business School, IESE Business School and Strathmore Business School collaboratively delivered the inaugural Global CEO programme for Africa. The Global CEO program-Africa comprised of three modules delivered in Lagos, Nairobi and New-York. The programme saw a convergence of 16 senior executives from across the continent who sharpened their knowledge of business practices and strategic leadership under local economic conditions with a focus on West Africa through class sessions, panel sessions, case discussions, an experiential learning tour and a cultural immersion trip. Delivered by faculty from the three institutions and industry experts, the programme helped participants to explore topics such as people management in the workplace; the socio-political-economic environment of business in West, Central and North Africa; legal frameworks in the African market; managing the challenges of corruption; among others. Professor of Corporate Governance at LBS, Fabian Ajogwu engaged the participants in an interactive session on ethical governance and stakeholder management where he emphasised that to ensure ethical governance, companies have to develop effective systems to address commercial realities, challenging administrative processes and difficult technical facts. He also iterated the benefits of ethical governance as altruism, employee confidence, good reputation and a hidden economic gain.

## Nutrition, Health and Wellness Reportage - LBS & Nestlé Nigeria Workshop for Media

Lagos Business School partnered with transnational food and beverage company, Nestlé to train Nigerian journalists in advancing the understanding and inclusion of Creating Shared Value (CSV), Nutrition, Health and Wellness (NHW) and other sustainable development concerns in media coverage.

Facilitated by LBS faculty and health and nutrition experts, the 4-day workshop employed in-class and online sessions to engage and empower media personnel with the knowledge of CSV, NHW, the Sustainable Development Goals (SDGs), sustainability, climate change, and food sufficiency, particularly in the Nigerian and African context. Participants on the programme took lessons in topics such as the business of nutrition, food security in Nigeria, redefining news by incorporating sustainable development considerations, the relationship between nutrition and health, among others. Closing the programme, Managing Director, Nestlé Nigeria, Mr Mauricio Alarcon said, "No single company or institution can make a difference. We all need to work together to achieve the SDGs set by the United Nations, hence our partnership with LBS, an institution that has the knowledge, the right skills and teams to make this happen." "We hope you can tell these stories and inspire change through your pens", he added. The participating journalists gave their feedback on the workshop describing it as a rare type that bridges the disconnect in their reportage. They were later presented with certificates of participation.

## LBS and Chevron Partner to Advance STEM Education in Nigeria

Working with Chevron Nigeria and the Agbami Parties, Lagos Business School runs an annual programme to engage teachers and students in developing innovative techniques to improve the teaching, learning and operationalisation of STEM subjects in Nigeria. The goal of the programme is to provide STEM educators and students with the opportunity to develop innovative ideas using STEM subjects to solve social and development challenges in Nigeria. Through this programme, we hope to stimulate an innovation culture in Nigeria which empowers educators and students to use STEM in addressing social and development challenges, making the study of STEM subjects more practical and fun. The programme has been held annually since 2016 and the 2018 Agbami STEM Programme comprised of three components: (1) The Innovative STEM Teacher Competition and teacher/student training workshops; (2) The Ideation Challenge; and (3) a STEM Symposium. Speakers at the symposium included Director, Deep Water & PSCs, Chevron Nigeria Limited Richard Kennedy; Founder, Carisma4u Educational Foundation, Adetola Salau; CEO, Nigeria Climate Innovation Centre, Bankole Oloruntoba; Director, FunLearn Enrichment Club, Chidinma Okereke; CEO, Ethava

# Principle 6 | Dialogue

*We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social*

## Babatunde Anjous Youth Entrepreneurship Day:

The 2018 edition of the annual Babatunde Anjous Entrepreneurship Day was hosted by Lagos Business School in collaboration with Sir (Chief) Babatunde Anjous Foundation on Wednesday, May 2, 2018. The one-day seminar was held in memory of Sir Babatunde Anjous and aims to create an avenue to educate young business owners and encourage their entrepreneurial spirit while also providing opportunities and solutions to challenges they may face.

## Africa Business Conference led by MBA Students

The Africa Business Conference is an annual MBA students' initiative where business leaders and policymakers discuss possible strategies that could spur growth in the continent. Themed 'Opportunity Realisation in Africa', the 2017 conference was an avenue to facilitate interaction between industry regulators and players to identify opportunities within specific industries collectively. Former Vice President of World Bank, Dr Oby Ezekwesili delivered the keynote speech at the event. Other conference speakers included



Themed 'Youth Entrepreneurship: Getting it right', participants were exposed to a 4-module teaching that touched on topics ranging from The Entrepreneurial Process to an Introduction to Finance which were all facilitated by the Head, Entrepreneurship Unit at LBS, Dr Henrietta Onwuegbuzie.

Country Director at Andela Nigeria, Seni Sulyman; Founder of Cc-Hub, Bosun Tijani; and Zedcrest Capital's Adedayo Amzat.

In 2018, the development of human capital for the transformation of businesses and the nation was at the heart of the conversation. Facilitated by the Africa Business Club (ABC) of the Full-time MBA class, the conference brought together industry experts, thought leaders, and entrepreneurs to discuss the theme, Human Capital: The Key

to Africa's Transformation. Chief Executive Officer, Nigeria Stock Exchange (NSE), Oscar Onyema who delivered the keynote speech at the conference exposed the audience to how policy affects human capital using the United States government as a case study and deriving lessons that can be superimposed for the Nigerian experience. He said, "To get the Nigerian market to an emerging market status, we need good quality human capital that understands market microstructure, policy creation, and market regulation. An empirical study conducted over the course of five years found that companies with high human capital index provide higher returns to shareholders".

The Africa Business Conference aims at generating insights and gaining mindshare on trends that would affect doing business in the continent. Other speakers and panelists at the conference included United States Ambassador to Nigeria, Stuart Symington; CEO, GE Nigeria, Dr Lazarus Angbazo; Founder and Managing Director, JNC International Ltd, Clare Omatseye; Country Manager, AFEX Nigeria, Ayodeji Balogun; CEO, Bestman Games, Nimi Akinkugbe; filmmaker, Kemi Adetiba; CEO, X3M Ideas, Steve Babaeko; Country Managing Director, Accenture Nigeria, Niyi Yusuf; LBS Faculty, Dr Ijeoma Nwagwu and others.

## LBS-Microsoft Digital Economy Workshop

Information Technology (IT) experts have called for a collaboration between policymakers in the government, private sector players, civil society and academic researchers to ensure that Nigeria explores the ongoing digital transformation across the globe and embraces its own digital future.

This call was made at the Inaugural Digital Economy Workshop Series for Nigerian Policymakers organised by Lagos Business School in partnership with foremost technology company, Microsoft. Delegates at the workshop included Kebbi State Governor, Alhaji Abubakar Bagudu; Managing Director of Edo State ICT Agency, Mr Lambert Ugorji who represented the State Governor, Godwin Obaseki; Executive Secretary of the Lagos State Employment Trust Fund, Mr Akintunde Oyeboode, and representatives of Director General/CEO of National Information Technology Development Agency, The Minister of Science and Technology and the Central Bank of Nigeria and other government agencies. The workshop emphasised that technological transformations have impacted economic activities,

particularly the on-demand, sharing, and circular economic systems. Therefore, policy, regulation, and incentives are some of the factors that should be prioritised in our discussions while also seeking ways to ensure technology contents are localised. The partnership between LBS and Microsoft is another effort by the School in transforming the practice of management in Nigeria and developing competent leaders for Africa and the rest of the world.

## Multigenerational Family Business Programme in honour of Pascal Dozie

Lagos Business School hosted founders, managers and executives of family businesses to a Multigenerational Family Business Programme in commemoration of the 80th birthday of Mr Pascal Dozie, Pro-Chancellor and Chairman, Governing Council, Pan-Atlantic University (PAU). The masterclass was organised for a select group of family business owners spanning two generations to expose them to the dynamics of responsibly running family businesses in today's disruptive environment. The essence of this programme is clear. It is to ensure family businesses outlive the people who establish them.

Typically, such businesses become extinct following the passing of their founders. But here at LBS, we consider the sustainability and viability of these businesses important hence the decision to host the programme. Facilitators at the programme included LBS' Professor of Strategy, Chris Ogbechie ; Professor of Corporate Governance, Fabian Ajogwu, Senior Advisor and Partner, Cambridge Family Enterprise Group, Andrew Hier. The masterclass was organised by LBS and Cambridge Family Enterprise Group in collaboration with independent multi-family office, Africa Wealth Partners and Kunoch Holdings.

# Advancing Sustainability, Leadership and Ethics: LBS Centres

*LBS's research centres and initiatives build a community of experts to advance knowledge, offer student experiences and convene forums with academics and executives to advance business and management practice.*



## Lagos Business School Sustainability Centre (LBSSC)

**T**he Lagos Business School Sustainability Centre, was launched in 2010. The Centre brings together theory and practice on sustainability, builds leadership skills and supports constructive dialogue and collaboration between business, government, civil society and academics to find solutions to critical sustainability challenges. In the last two years, the Centre has driven this mission through research projects, courses and business action platforms. The centre's dialogue initiatives include:



## International Sustainability Conference

LBS Sustainability Centre hosts an annual conference which is a convergence of sustainability practitioners, academics, stakeholders and enthusiasts. The 2017 and 2018 editions of the conference discussed the themes 'Partnership for Sustainable Development and Innovation' and 'Business & Sustainable Development Goals (SDGs): New Pathways to Inclusive Growth' respectively. The conference serves as a platform for businesses to align their key performance indicators (KPIs) to the Sustainable Development Goals (SDGs). Speakers and panelists at the conference included Country Director, Technoserve, Larry Umunna; Managing Director, Nestle Nigeria, Mauricio Alarcon; Vice President, West Africa Healthcare Federation, Clare Omatseye; LBS Faculty, Ikechukwu Kelikume; Head of Environment, Tesco UK, Kené Umeasiegbu; Country Occupational Health Coordinator, Lafarge Africa, Dr Chimaobi Okoronkwo, among others.

## CEO Roundtable on Sustainability

This is an ideation platform of the LBS Sustainability Centre where business leaders engage themselves and experts on discussions related to sustainability and the socio-economic impact of business. The 2017 roundtable focused on 'Exploring Sustainability and Innovation Opportunities in Turbulent Environments'. Hosted in partnership with First Bank of Nigeria, the roundtable's speakers included Managing Director/CEO, First Bank of Nigeria Ltd, Dr Adesola Adeduntan; Co-founder and Executive Director, Sahara Group, Tonye Cole; Head of Operations and Technology, FBN Merchant Bank Limited, Funke Ladimeji; Acting Head, Corporate Services Division, Nigerian Stock Exchange, Pai Gamde; Deputy Managing Director Saro Agrosiences Limited, Leonard Anyanwu; Country Manager (Nigeria), Andela, Seni Sulyman; Managing Director, Multichoice Nigeria, John Ugbe; and CEO/Chairperson, Fine and Country West Africa, Udo Maryanne Okonjo.

## Africa Responsible Business (ARB) Forum

We also convened the inaugural Africa Responsible Business Forum (ARB Forum) to explore responsible business for Africa's sustainable development. The ARB Forum showcased how African businesses are attempting to be responsible, and provided an avenue for collaboration, innovation and learning for responsible business practices in Africa. While the primary focus of the ARB Forum was on the role of the private sector, it also included considerations of how the public sector can work with the private sector to contribute to the sustainable development of Africa. The forum also featured an experiential learning tour of the Lagos Free Trade Zone. ARB Forum 2018 was hosted in partnership with Tolaram Group, Unilever Nigeria and Diamond Bank Plc. Speakers included Executive Vice President, Unilever Ghana and Nigeria, Yaw Nsarkoh; Executive Director, Ishk Tolaram Foundation, Singapore, Sumitra Aswani; Co-Founder, Sahel Capital, Ndidi Nwuneli; Regional Director, West Africa, Ford Foundation, Innocent Chukwuma; Dean, Riara School of Business, Riara University, Kenya, Prof Abel Kinoti; Group Chief Sustainability & Governance, Dangote Group, Dr Ndidi Nnoli and others.

## Sustainable Development Symposium

This saw a gathering of participants from various sectors of the economy and industry to share experiences, learn best practices, and discuss pressing sustainability issues and their solutions. The theme of the programme in 2018 was 'From Global Goals to Local Action: Catalysing Action towards Sustainable Water Development'. The symposium offered an important opportunity and platform for businesses, government officials, policy makers and experts, academics and civil society representatives to deliberate on how best to

implement the sustainable development goals.

## Breakfast Meeting for Sustainability Professionals

A forum for sustainability officers and professionals to interact, connect and discuss topics around Sustainability and Corporate Social Responsibility. The 2018 breakfast meeting was themed 'Sustainability Outlook: 2018 and Beyond' and speakers included Chief Executive Officer, Private Sector Health Alliance of Nigeria, Dr Muntaga Umar-sadiq; Director, Global Reporting Initiative, Africa, Douglas Kativu; Chief Commercial Officer Nigeria, Boulos Enterprises, Stanley Evans.

## Lafarge's Africa Sustainability Forum

LBS Sustainability Centre partnered with building products company, Lafarge Africa and the Nigerian Economic Summit Group to convene the first Lafarge's Africa Sustainability Forum. The event saw a gathering of representatives from the private and public sectors that are interested and engaged in achieving the 2030 United Nations Sustainable Development Goals (SDGs). The theme of the forum was 'Co-creating Value for Impact – Opportunities in Circular Economy & Co-processing' and speakers included Senior Special Adviser to the President on SDGs, Princess Adejoke Orelope-Adefulire; CCEO, Lafarge Africa Plc, Michel Puchercos; Director, Lagos Business School Sustainability Centre, Professor Chris Ogbechie; Head, Geocycle, Lafarge Africa Plc. Daniel Adedokun; Thematic Lead, Circular Economy, Sustainability Policy Commission, Nigeria Economic Summit Group, Dr Eugene Itua; Director of Enforcement and Advocacy, Lagos State Ministry of Environment, Dr Afolabi Abiodun; Head of Laboratory Services, Department of Petroleum Resources, Abdurrahman Abiodun; and Board Member, Global Reporting Initiative, Bekeme Olowola.

The Sustainability Centre also supports dialogues by other organisations. These have included the Nigerian Economic Summit, Nigerian Institute of Directors Conference and AfBA Business Roundtable and others.



# CHRISTOPHER KOLADE **CRLE** At LAGOS BUSINESS SCHOOL

## Christopher Kolade Centre for Research in Leadership and Ethics (CKCRLE)



**T**he Christopher Kolade Centre for Research in Leadership and Ethics seeks to create and share knowledge that improves the way managers lead and live in Africa and the world. The centre was launched in October 2013 with the primary aim of positively influencing the Nigerian and African environment through research in the area of leadership and ethics. Lagos Business School seeks

to develop leaders with high professional and ethical standards and a strong spirit of service to the community. CRLE contributes to this transformation through knowledge creation (research) and the dissemination of research findings. The centre held the following dialogue and learning sessions in the last two years:

## **Humanistic Management Network Business Meetings**

CRLE hosts the Humanistic Management Network, Nigeria chapter and has held meetings for a cross-section of stakeholders on the themes 'Running Businesses Humanely' and 'Ethics and Sustainability in Businesses and Workplaces'. The purpose of the meetings is to discuss business practices which focuses on the long term sustainability of businesses. Discussions revolve around experiences of ethical and sustainable practices in organisations; how ethical practices influence sustainability; how a sustainable ethical culture can be developed; and solutions to improve the current standards.

## **Research Workshops**

The Centre held a research workshop from the 14th to the 16th of May, 2018. The workshop aimed to improve the research competence of young researchers and doctoral students.

## **Research Lab**

CRLE holds research labs which are forums to discuss ongoing research and stimulate or incubate new research ideas in the area of leadership and ethics.

## **CRLE Newsletter and Digest**

CRLE publishes a biweekly newsletter, "Leadership and Ethics News", to share leadership and ethics news from around the world and a quarterly digest to share updates on its activities.

## Sustainable Development Goals Index

| SDG   | REPORT SECTION   |
|---|--|
| <b>GOAL 1: NO POVERTY</b><br>Economic growth must be inclusive to provide sustainable jobs and promote equality.  | Socio-Economic Impact in Communities - Student and Alumni Projects - Pg 7<br>International Sustainability Conference - Pg 22   |
| <b>GOAL 2: ZERO HUNGER</b><br>The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.                | Socio-Economic Impact in Communities - Student and Alumni Projects - Pg 7<br>Agribusiness Management Programme (AgMP) - Pg 12<br>International Sustainability Conference - Pg 22   |
| <b>GOAL 3: GOOD HEALTH AND WELL-BEING</b><br>Ensuring healthy lives and promoting the well-being for all at all ages is essential to sustainable development.         | Socio-Economic Impact in Communities - Student and Alumni Projects - Pg 7<br>Short Courses, Custom Programmes and Webinars on Responsible Leadership, Ethics & Sustainability (Advancing Nutrition, Health and Wellness (NHW) through the Media Customised Workshop) - Pg 13<br>International Sustainability Conference - Pg 22                                |
| <b>GOAL 4: QUALITY EDUCATION</b><br>Obtaining a quality education is the foundation to improving people's lives and sustainable development.                          | The Young Talents Programme (YTP) and Management Scholar Academy (MSA) - Pg 2<br>Short Courses, Custom Programmes and Webinars on Responsible Leadership, Ethics & Sustainability (Supporting Access and Quality of education in Nigeria: CSR interventions that Work Webinar) - Pg 13<br>LBS and Chevron Partner to Advance STEM Education in Nigeria - Pg 19 |
| <b>GOAL 5: GENDER EQUALITY</b><br>Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. | Sustainable and Inclusive Digital Financial Services (SIDFS) Initiative launches reports on Financial Inclusion in Nigeria - Pg 13<br>International Sustainability Conference - Pg 19  |
| <b>GOAL 6: CLEAN WATER AND SANITATION</b><br>Clean, accessible water for all is an essential part of the world we want to live in.                                    | Socio-Economic Impact in Communities - Student and Alumni Projects - Pg 7<br>Sustainable Development Symposium - Pg 23   |
| <b>GOAL 7: AFFORDABLE AND CLEAN ENERGY</b><br>Energy is central to nearly every major challenge and opportunity.  | Socio-Economic Impact in Communities - Student and Alumni Projects (Renewable Energy Project by Alumni Class) - Pg 7<br>Short Courses, Custom Programmes and Webinars on Responsible Leadership, Ethics & Sustainability (Nigeria's Solar Energy Market: Trends, Best Practices and Prospects Webinar) - Pg 13   |

| SDG  | REPORT SECTION  |
|--|---|
| <b>GOAL 8: DECENT WORK AND ECONOMIC GROWTH</b><br>Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.                                    | The Young Talents Programme (YTP) and Management Scholar Academy(MSA) - Pg 2<br>LBS Alumnus Paul Oraijsaka named Influential Leader by AACSB International - Pg 4<br>Venture in Management Programme - Pg 9           |
| <b>GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE</b><br>Investments in infrastructure are crucial to achieving sustainable development.  | LBS Alumni, Finalists at the 2018 Association of MBAs (AMBA) Awards - Pg 5<br>Africa Business Conference led by MBA Students - Pg 20<br>International Sustainability Conference - Pg 22                               |
| <b>GOAL 10: REDUCED INEQUALITIES</b><br>To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.                  | LBS Alumnus Paul Oraijsaka named Influential Leader by AACSB International -Pg4<br>Sustainable and Inclusive Digital Financial Services (SIDFS) Initiative launches reports on Financial Inclusion in Nigeria - Pg 14 |
| <b>GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES</b><br>There needs to be a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more. | Africa Business Conference led by MBA Students - Pg 20<br>LBS-Microsoft Digital Economy Workshop - Pg 21<br>Lafarge's Africa Sustainability Forum - Pg 23   |
| <b>GOAL 12: RESPONSIBLE PRODUCTION AND CONSUMPTION</b><br>Responsible Production and Consumption   | Experiential Learning for Adoption of Responsible Business Practices - Pg 10  |
| <b>GOAL 13: CLIMATE ACTION</b><br>Climate change is a global challenge that affects everyone, everywhere.  | Sustainable Development Symposium - Pg 23   |
| <b>GOAL 14: LIFE BELOW WATER</b><br>Careful management of this essential global resource is a key feature of a sustainable future  | Lafarge's Africa Sustainability Forum - Pg 23   |
| <b>GOAL 15: LIFE ON LAND</b><br>Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss  |   |

| SDG  | REPORT SECTION   |
|--|--|
| <b>GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS</b><br>Access to justice for all, and building effective, accountable institutions at all levels. |  |
| <b>GOAL 17: PARTNERSHIPS FOR THE GOALS</b><br>Revitalize the global partnership for sustainable development  | Venture in Management Programme - Pg 9<br>Experiential Learning for Adoption of Responsible Business Practices<br>Venture in Management Programme - Pg10<br>Sports Business Management Programme with La Liga Business School, Spain - Pg 18<br>Global CEO program – Africa -Pg 19<br>Nutrition, Health and Wellness Reportage - LBS & Nestlé Nigeria Workshop for Media -Pg 19<br>LBS and Chevron Partner to Advance STEM Education in Nigeria - Pg 19<br>Babatunde Anjous Youth Entrepreneurship Day -Pg 20<br>Africa Business Conference led by MBA Students -Pg 20<br>LBS-Microsoft Digital Economy Workshop - Pg 21<br>Multigenerational Family Business Programme in honour of Pascal Dozie - Pg 21<br>Lagos Business School Sustainability Centre (LBSSC) - Pg 22<br>Christopher Kolade Centre for Research in Leadership and Ethics (CKCRLE) - Pg 24 |

## Abbreviations

AACSB - The Association to Advance Collegiate Schools of Business  
 AgMP - Agri-business Management Programme  
 AIB - Academy of International Business  
 AMBA - Association of MBAs  
 AMP - Advanced Management Programme  
 BANKSETA - Banking Sector Education and Training Authority  
 BSG - Business Strategy Game International  
 CEO - Chief Executive Officer  
 CKCRLE - Christopher Kolade Centre for Research in Leadership and Ethics  
 CSR - Corporate Social Responsibility  
 DBA - Doctor of Business Administration  
 DFI - Digital Frontiers Institute  
 Duke CE - Duke Corporate Education  
 ELIP - Export Leadership Initiative Programme  
 GMAC - Graduate Management Admission Council  
 GNAM - Global Network for Advanced Management  
 GSVC - Global Social Venture Competition  
 GSVCP - Global Social Venture Creation Programme  
 GTR - Global Trade Review  
 HMN - Humanistic Management Network  
 ICPC - Independent Corrupt Practices and Other Related Offences Commission  
 IEDP - International Executive Development Programme  
 ILCC - Integrated Leadership Case Competition  
 JAN - Junior Achievement Nigeria  
 LBS - Lagos Business School  
 LBSAA - Lagos Business School Alumni Association  
 LBSSC - Lagos Business School Sustainability Centre  
 MOU - Memorandum of Understanding  
 MSA - Management Scholar Academy  
 NESG - Nigerian Economic Summit Group  
 PhD - Doctor of Philosophy  
 PRME - Principles for Responsible Management Education  
 PSAG - Private Sector Advisory Group  
 PSR - Personal Social Responsibility  
 SDGs - Sustainable Development Goals  
 SIP - Sharing Information on Progress  
 SMP - Senior Management Programme  
 TWiTs - Teaming with Talents  
 UN - United Nations  
 ViMP - Venture in Management Programme  
 YTP - Young Talents Programme



**LAGOS  
BUSINESS  
SCHOOL**

**PAN-ATLANTIC UNIVERSITY**

234-(0)-8058097448, +234-(0)-8058048473  
+234-(0)-8058058091, +234-(0)-8025014623  
**Lekki - Epe Expressway Ajah, Lagos, Nigeria.**

Copyright 1991-2019 Lagos Business School (LBS) Pan-Atlantic University.