



Pan-African University

2010/2011 ANNUAL REPORT

**PAN-AFRICAN
UNIVERSITY**



About Pan-African University

Pan-African University is a private institution of higher learning located in Lagos, Nigeria. You will find below information on some aspects of the University's governance, its teaching activities and its campuses.

Pan-African University Governing Council



Members of the University Governing Council (Please refer to the numbered list below)

First Row L-R: 11, 3, 1, 2, 6, 12, 10

Second Row L-R: 9, 14, 8, 4, 5, 7, 13

The Governing Council is the supreme body of the University and it appoints the University's Principal Officers, Deans and Professors. Decisions of special importance for the long-term future of the University have to be approved by the Governing Council.

Members of the Pan-African University Governing Council.

1. Dr. Christopher Kolade, CON, *Pro-Chancellor & Chairman of Council*
2. Prof. Juan Manuel Elegido, *Vice-Chancellor*
3. Engr. John-Cay Ihejieta, *Registrar & Secretary to Council*
4. Prof. Emevwo Biakolo
5. Dr. Enase Okonedo
6. Prof. Ade Elebute CON
7. Prof. Mark Nwagwu
8. Ms. Rosario Monfort
9. Prof. Sola Kushimo
10. Otunba Peter Adegbesan
11. Arc. Jess Castellote
12. Mr. Pascal Dozie CON
13. Mr. Chidi Awagu
14. Barr. Fabian Ajogwu, SAN

Pan-African University Management Council

The University Management Council is responsible to the Governing Council for the development and implementation of the Strategic Plan, the annual objectives and the financial budgets of the University. It also has responsibility for the day to day management and administration of the University.

Members of University Management Council

1. Prof. Juan Manuel Elegido	Chairman
2. Engr. JohnCay Ihejieta	Member
3. Prof. Emevwo Biakolo	Member
4. Dr. Enase Okonedo	Member
5. Mr. Peter Bamkole	Member
6. Mr. Gabriel Diejomaoh	Member
7. Dr. Eugene Okolie	Member
8. Mr. Chidi Awagu	Member

Teaching and Research at Pan-African University

Currently Pan-African University has three main units:

- A graduate business school: The Lagos Business School (LBS). It started in 1991.
- A unit which offers services and non-degree programmes to small businesses: The Enterprise Development Centre (EDC). It started in 2003.
- A graduate school of media: The School of Media and Communication (SMC). It started in 2008

The objective of education in our university is the well-rounded formation of the human person. This is why every programme includes several courses in the humanities. We also seek, by deliberate design of the programmes, to inculcate and groom the entrepreneurial spirit in our students and participants. The university aims at nurturing individuals who are professionally competent, creative and enterprising, zealous for the common good and able to make free and morally upright decisions and who thus act as positive agents of change in service to society.

The founders of Pan-African University were inspired in beginning this educational project by the teachings of the founder of Opus Dei, an institution of the Catholic Church. Furthermore, the Prelature of Opus Dei provides the spiritual and pastoral means necessary in order that the University may maintain and develop its Christian identity. The Prelature of Opus Dei helps to ensure that all teaching, publishing and research activities in PAU are inspired by the Christian view of the person, the world and society.

OVERVIEW OF PAN-AFRICAN UNIVERSITY

Lagos Business School (LBS)

The Lagos Business School aims at providing experienced professional managers with high quality general management education relevant to the Nigerian business environment.

LBS offers a PhD in Management, full-time and executive MBA programmes and a wide spectrum of open-enrolment seminars on essential issues in business for business leaders and managers. Customised in-company seminars are also arranged for companies who need to train large groups of staff in a particular area. Delivered in purpose-built learning facilities, LBS programmes attract over 2,000 participants from multinational and indigenous companies yearly. Executive education at LBS is comprehensive, drawing from the experience of faculty and participants. The system of teaching privileges the case-study method and group-work approaches to learning.

The School places a premium on maintaining a very keen relationship with the corporate clientele it serves. Constant interaction with participating organisations, a committed corporate support group of 70 companies, plus counsel and support rendered by the School's distinguished Advisory Board play major roles in securing this linkage.



School of Media and Communication (SMC)

The School of Media and Communication was instituted by Pan-African University in recognition of the critical role of the media and entertainment industries in shaping societal values and cultural life. No less important, the contribution of the creative industries to economic growth and the GDP is gaining recognition as well.

Specifically, the establishment of the SMC is informed by the aspiration to train professionals in this area of culture who will uphold the highest intellectual, ethical and professional values that promote creativity, critical knowledge, technical perfection, social responsibility, and the spirit of enterprise. The School's programmes prepare students for careers in the creative industries, in business generally, and in various public and private domains. The School offers full-time and part-time M.Sc. programmes as well as non-degree programmes for professionals.

Enterprise Development Centre (EDC)

The Enterprise Development Centre of Pan-African University has the mission of providing holistic business development and support services to small and medium enterprises (SMEs) in Nigeria.

EDC provides capacity building programmes and a variety of wrap-around services such as advisory services, mentoring, experts-in-residence, network meetings, access to market & information, implementation of organisational plans and more.

EDC's mission is to build a network of entrepreneurial leaders through a commitment to continuous learning, process improvement and business integrity.

OVERVIEW OF PAN-AFRICAN UNIVERSITY

University Campuses

Pan-African University currently operates two campuses – one in Victoria Island (located at 2, Ahmed Onibudo St) and another at Ajah (located at Km 22, Lekki-Epe Expressway, Ajah). A third campus in Ibeju-Lekki is currently being developed.

Victoria Island Campus

This campus is housed in a four-storey building at No. 2, Ahmed Onibudo St., Victoria Island, Lagos. In this campus are housed the offices of the University administration as well as the School of Media and Communication (SMC) and the Enterprise Development Centre (EDC).



Victoria Island Campus

Ibeju-Lekki Campus

This will be the main campus of the University. It will be developed on a 100 Ha piece of land at Ibeju-Lekki, along the Lagos-Epe Expressway, which is about 20 minutes drive from the Ajah Campus. The University master plan has already been designed. The development programme projects the availability of facilities to start undergraduate studies in Media and Communication and in Management by the year 2014.



Ajah Campus

Ajah Campus

This ten-hectare campus is the home of the Lagos Business School. It is located at Km 22 Lekki-Epe Expressway, Ajah, Lagos.



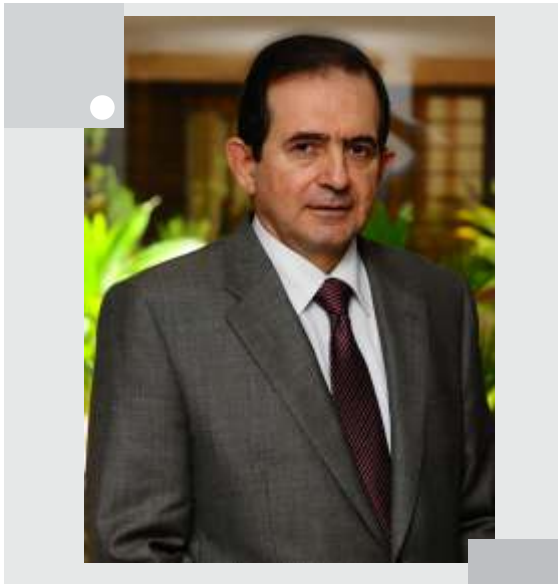
First Academic Complex in Ibeju-Lekki Campus

PAU in Numbers

	No. of Students/Participants	
	Degree	Non-Degree
Lagos Business School	225	2,475
School of Media and Communication	123	507
Enterprise Development Centre	-	713
Total No. of Students/Participants	348	3,695
No. of Full-time Faculty	34	

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Once again, I have the occasion to present an annual report on the activities of the University to the Governing Council and all members and friends of Pan-African University.

I already made reference last year to the effort the University is making to increase the tempo of its research activities and I was able to report a significant improvement in this area in relation to previous years. I am happy to say that the momentum has been maintained and that once again the number of publications authored by the faculty of PAU has increased significantly. You have detailed information in this report, but perhaps the most significant metric is that the number of articles published in refereed journals, which had grown significantly in the previous academic session has again grown by 74%. Importantly, the great majority of these articles have been published in indexed journals, that is to say the more prestigious ones. The total number of publications of all types in the last academic session was 125.

We have also started two innovative initiatives in support of Nigerian art and culture. The first is the School of Media and Communication's Nollywood Centre. This centre will provide focus to our efforts to study Nollywood, will curate and archive

Nollywood films, and will engage in the digitization of as many of these films as possible, thus making them available for scholarly enquiry. Currently the archive of the centre already contains 510 films and the objective is to have over 5000 before the end of next year.

The second initiative in support of Nigerian culture we have started this year is the *Virtual Museum of Modern Nigerian Art*. This museum is an online, free, searchable database of Nigerian art from the beginning of the twentieth century. Its main aim is to serve as an educational resource that will contribute to the dissemination of knowledge on modern Nigerian art and artists among the widest possible audience. This is a pioneering initiative that has special relevance as most of these works of art are kept in private individual and corporate collections and are thus not available to the general public and interested scholars. In order to organize this museum we have had to contact over fifty private collectors and obtain their consent to photograph their collections. As of this moment the museum contains over 600 works of art by 95 artists, and we expect that these numbers will continue expanding steadily. The museum has been very well received by art scholars and art lovers inside and outside Nigeria and the University has received many compliments for this initiative. I invite all of you to visit the museum in the website of the University

And, of course, I cannot end this message without making reference to the fact that we welcomed the Prime Minister of the United Kingdom, the Right Hon David Cameron, MP to the University to deliver a speech to the country and the world on *Trade Aid and Democracy*.

Prof. Juan Manuel Elegido

University Research

New Research Centres

During this academic year, two research centres were created in Pan-African University. The first was the Centre for Infrastructure, Policy Regulation and Advancement (CIPRA) of the Lagos Business School. The second was the SMC Centre for Nollywood Studies.

The Centre for Infrastructure, Policy, Regulation and Advancement (CIPRA)

The Centre for Infrastructure, Policy, Regulation and Advancement (CIPRA) is a new centre in the Lagos Business School devoted to research, training and advocacy in infrastructure development. CIPRA will be actively involved in the publication of books, journal articles, policy briefs and working papers.

The centre is headed by Dr. Ernest Ndukwe, a member of faculty of LBS and former executive vice-chairman and CEO of the Nigerian Communications Commission.

It also has core staff and an advisory board made up of leading academics. CIPRA will also house research fellows. Current programmes of the centre include:

- Management and Leadership in the Public Sector
- Public-Private Partnerships: Methods, Strategies and Structuring Considerations

The SMC Centre for Nollywood Studies

This is the first research centre in the world dedicated to Nollywood studies. This initiative has been designed to digitise and archive Nollywood (and other African) films as well as literature.

This will facilitate access for scholars seeking to research the film industry. An advisory board has been constituted for the centre. In addition, a film scholar will be brought to the centre annually to carry out substantial research work.



At the launch of the SMC Centre for Nollywood Studies – L to R: Prof. Ookome, a visiting professor at the SMC, Mr. Emeka Mba, DG, National Film & Video Censors Board; Mr. Paul Obazele, President, Actors Guild of Nigeria; Prof. Biakolo, Dean of the SMC.

Publications by Members of Faculty of Pan-African University, 2010/11

(Please note that items presented in previous reports do not appear below even if they were accepted during a previous session but were only published in the academic session 2010/11)

Journal Articles

- Adeleye, I. (2010). Risk Management and Reward Systems: Taking HR Governance Seriously. *Human Resource Management*, 13-25.
- Adeleye, I. (2011). Theorizing the Diffusion of International HR Practices: Towards an Integrated Conceptual Approach. *International Journal of Business and Management*, Vol. 6(11).
- Adeleye, I. (2011, March/April). The Impact of Outsourcing on Business Performance: What Employers Need to Know. *HR Management Journal, CIPM*.
- Adeleye, I. (2011). Theorizing Human Resource Management in Africa: Beyond Cultural Relativism. *African Journal of Business Management*, Vol. 5(3), 2028–2039.
- Adeleye, I. (2011). The Diffusion of Employment Flexibility in Nigeria's Banking Industry: Its Nature, Extent and Causes. *International Journal of Business and Management*, Vol. 6(4), 150–160.
- Amaeshi, K. (2010). Different Market for Different Folks: Exploring the Challenges of Mainstreaming Responsible Investment Practices. *Journal of Business Ethics*, Vol. 92, 41–56.
- Amaeshi, K. & Ezeoha, A. E. (2010). Banking System Development, Small Businesses and Minority Lending in Nigeria. *International Journal of Financial Services Management*, Vol. 4(4), p. 281 - 297.
- Amaeshi, K. (2011). International Financial Institutions and Discursive Institutional Change: Implications for Corporate Social Responsibility in Developing Economies. *Journal of Change Management*, Vol. 11(1), 111-128.
- Amaeshi, K. & Adegbite, E. A. (forthcoming. 2011). The Politics of Shareholder Activism in Nigeria. *Journal of Business Ethics*.
- Elegido, J. M. (2011). The Ethics of Price Discrimination. *Business Ethics Quarterly*, Vol. 21(4), 633–660.
- Epie, C. (2010). Benefits of Family-Responsible Management in Nigeria – A Comparison of Two Breweries. *Gender & Behaviour*, Vol. 8(1).
- Epie, C. (2010). Africa-Specific Factors Influencing the Decision to Adopt Work-Family Policies: Exploring the Field in Nigeria. *Ife Psychologia*, Vol. 18(2).
- Epie, C. (2011). Facing the Challenge of Work-Family Integration in Lagos. *Business Management Journal*, 89–99.
- Kelikume, I., Okafor, C., & Umoren, A. O. (2010). The Effect of Capital Adequacy on Banks' Performance: Evidence from Nigeria. *Journal of Business Research, Institute of Professional Studies (IPS) Ghana*, Vol. 4(1 & 2), 93-110.
- Muogboh, O. S. (2010). Assessing the Relationship between Logistics Skills and Performance of Firms in Nigeria. *International Journal of Business Performance and Supply Chain Modelling*, Vol. 2(1), 25-44.
- Obiaya, I. (2010). Nollywood on the Internet: A Preliminary Analysis of an Online Nigerian Video-Film Audience. *Journal of African Media Studies*, Vol. 2(3), 321-338.
- Obiaya, I. (2011). Araromire/The Figurine: An Updated Model for Nollywood? *Journal of African Media Studies*, Vol. 3(2), 297–299.
- Ogunyemi, K. (2011). The Importance of a Culture of Considerateness for Business Performance. *Business and Management Journal*, Vol. 1(2), 72-82.
- Otubanjo, T. (2010). Triggers of Generic Corporate Identity in the Nigerian Banking Industry: A Six-Factor Analysis. *Public Relations, Advertising & Marketing Journal*, Vol. 27(2) & 28(1), 25-31.

Journal Articles contd.

- Otubanjo, T., Abimbola, T., & Amujo, O. (2010). Conceptualizing the Notion of Corporate Brand Covenant. *Journal of Product and Brand Management*, Vol. 19(6), 410–422.
- Otubanjo, T., Amujo, O., & Cornelius, N. (2010). The Informal Corporate Identity Communication Process. *Corporate Reputation Review* Vol. 13, 157–171.
- Otubanjo, T., Amujo, O., and Melewar, T.C. (2010). 150 Years of Modern Public Relations Practices in Nigeria. *Public Relations Advertising & Marketing Journal – International Professional Journal for Practitioners & Business Executives*, Vol. 23(2), 20-31.
- Otubanjo, T. (forthcoming 2011). Practitioner Conceptualisations of Corporate Identity, 1950-2010: Review and Analysis. *The Marketing Review*.
- Otubanjo, T. (2011). Nigerian Banks and Generic Corporate Identity: Triggers, Drivers and Circumvention Strategies. *Zenith Economic Quarterly*, Vol. 6(1), 63-74.
- Otubanjo, T. (2011). The Meaning of Entrepreneurial Branding: A Conceptual and Semiological Analysis of UBA Plc's Classic Advertising Text. *Business and Management Journal*, Vol. 1(1), pp. 69-85.
- Ovadjie, F., Ituma, A. N., Simpson, R. F., Nelarine, C., & Mordi, C. (forthcoming 2011). Four 'Domains' of Career Success: How Managers in Nigeria Evaluate Career Outcomes. *The International Journal of Human Resource Management*.
- Owolabi, A. (Forthcoming 2011). NGO Accountability and Sustainable Development in Nigeria. *Journal of Modern Accounting and Auditing*.
- Salami, A., & Kelikume, I. (2010). An Estimate of Inflation Threshold for Nigeria. *International Review of Business Research Papers*, Vol. 6(5), pp. 375-385.
- Salami, A., & Kelikume, I. (2011). Empirical Analysis of the Linkages between the Manufacturing and Other Sectors of the Nigerian Economy. *International Journal of Sustainable Development and Planning, Transaction: Ecology and the Environment*, Vol. 150, pp. 687-698.
- Tongo, C. I. (2010). Accounting for Intellectual Capital: A 21st Century Responsibility for Strategic Managers. *Accounting and Management Review*, Vol. 1(1), 1-16.
- Tongo, C. I. (Forthcoming, 2011). A Conceptual Model of Cultural Change for African Indigenous Organisations. *World Review of Entrepreneurship, Management and Sustainable Development, (WREMSD)* Vol. 7(1).
- Tongo, C. I. (forthcoming, 2011). Incentive Factors Affecting Productivity of Public Servants in Ogun State: Evidence from Ado-Ota Local Government Area. *Ife Psychologia* Vol. 19(1).
- Tongo, C. I. (forthcoming, 2011). Mutation of Workers' Values: A Critical Organisational Process for Cultural Reformation in African Indigenous Societies. *International Journal of Finance and Management*, Vol. 1(2).
- Tongo, C. I. (2011). The Social Contributory Theory of Existence: Problems and Prospects for Application by Business Executives in Nigeria. *The International Journal of Social Entrepreneurship and Innovation*, Vol. 1(1), 79–94.
- Tsaaor, J. T. (2010). Contesting (In)Visibility In Public Spaces: Poetics, Politics and Women in Africa. *Dialogue: A Journal Devoted to Literary Appreciation, (Special Issue on Literature of the Marginals)*, Vol. VII(II), 29–40.
- Tsaaor, J. T. (2010). In the Name of the Father...Masculinity, Gender Politics and National Identity Formation in Postcolonial Nigeria. *Le Simplegadi*, Vol. 8(8), 36 – 47. (University of Udine, Italy).
- Tsaaor, J. T. (2011). Exile, Exilic Consciousness and the Poetic Imagination in Tanure Ojaide's Poetry. *Tydskrif Vir Letterkunde*, Vol. 48 (1), 98 – 109.
- Tsaaor, J. T. (2011). Lynn Chukura and the New Feminist Poetic in Nigeria. *Women's Studies*, Vol. 40(1), 48–69.
- Tsaaor, J. T. (2011). Tropologies of Tradition and (Post) Modernity in Mark Nwagwu's "Forever Chimes". *CLCWeb: Comparative Literature and Culture* 13(1).

Book Chapters

Adeleye, I., Amaeshi, K., & Ogbechie, C. (2011). Humanistic management education in Africa. In W. Amann, M. Pirson, H. Spitzack, C. Dierksmeier & E. Kimakowitz (Eds.) *Humanistic management education: Academic responsibility for the 21st century*, (pp 340-358). Basingstoke, UK: Palgrave MacMillan.

Ajai, O. (2011). Development and balancing of interests in environmental law in Nigeria. In M. Faure & W. du Plessis, (Eds.) *Balancing of interests in environmental law in Africa*. Pretoria: Pretoria University Press.

Emenalo, C. O. (2011). Towards a human-centric theory of the firm. In W. Amann, M. Pirson, H. Spitzack, C. Dierksmeier & E. Kimakowitz (Eds.) *Humanistic management education: Academic responsibility for the 21st century*, (pp 192 - 211). Basingstoke, UK: Palgrave MacMillan.

Epie, C., Mwangi, M., & Masuda, A. (2010). Work-family conflict in Sub-Saharan Africa. In N. Chinchilla, M. Las Heras & A. Masuda (Eds.), *Balancing work and family: A practical guide to help organisations meet the global workforce challenge*, (pp 101-117). Amherst, MA: HRD Press.

Owolabi, A. (2011). Cost/budgeting and research administration. In O. T. Ogundipe, O. Obashoro-John & A. Adedun (Eds.), *Research Manual for Postgraduate Students*, (pp 179 - 188). Lagos: School of Postgraduate Studies, University of Lagos.

Tongo, C. I. (2011). A stakeholder model for managing knowledge assets in organisations. In H. T. Hou (Ed.) *Knowledge management book 1*. Rijeka: Intech Open Access Publishers.

Tsaaor, J.T. (2010). Introduction: Of origins, politics and the place of the postcolonial text in black history/culture. In J.T. Tsaaor (Ed.), *Politics of the postcolonial text: Africa and its Diasporas*, (pp. 5 – 37). Muenchen: Lincom Europa Academic Publications.

Tsaaor, J.T. (2010). (Re-)Configuring black musical genealogies: The Diaspora and Africa. In J.T. Tsaaor (Ed.), *Politics of the postcolonial text: Africa and its Diasporas*, (pp. 156 – 171). Muenchen: Lincom Europa Academic Publications.

Tsaaor, J.T. (2010). History, (re)memory and cultural self-presencing: The politics of postcolonial becoming in the Caribbean novel. In J.T. Tsaaor (Ed.), *Politics of the postcolonial text: Africa and its Diasporas*, (pp. 202 – 219). Muenchen: Lincom Europa Academic Publications.

Tsaaor, J.T. (2010). Gender on the agenda: African womanhood in Flora Nwapa's *Efuru*. In M. Pandurang and A. Bartels (Eds.), *African women novelists: Re-imaging gender*, (pp. 21 – 34). New Delhi: Pencraft International.

Tsaaor, J.T. (2010). The other and the order of western knowledge: Representations of Indian womanhood in Anita Desai's *Scholar and Gypsy*. In A. Nawale (Ed.), *Anita Desai's fiction: A study through different perspectives*. New Delhi: B. R. Publishing Corporation.

Tsaaor, J.T. (2010). Weaving socio-political commentaries through the novelistic tradition: Naguib Mahfouz and the postcolonial Egyptian condition. In A. Ogunsiji, A. Kehinde & A. Odebunmi (Eds.), *Language, literature and discourse: A Festschrift in honour of Prof. A. L. Oyeleye*. Muenchen: LinCom Europa.



Books

Ajai, O. (2011). *Consumer credit, sales and services transaction law in Nigeria*. Lagos: Criterion Educational Foundation Publishers.

Epie, C. (2011). *The business case for family-responsible management*. Saarbrücken: Lambert Academic Publishing.

Ogbechie, C. (2011). *Strategic marketing of financial services in Nigeria*. Ibadan: Feathers and Ink.

Ricart, J.E., Agnese, P., Pisani, N. & Adegbesan, T. (2011). *Offshoring in the global economy. Management practices and welfare implications*. Madrid: Fundacion BBVA.

Tongo, C. (2010). *Cultural reformation and the 21st century organisations in Africa: Modern organisations and the revolutionary cultural change in African societies*. Saarbrücken: Lambert Academic Publishing.

Tsaaior, J.T. (2010). *History as character in Caribbean literature*. Saarbrücken: Lambert Academic Publishing.

Tsaaior, J.T. (2010). *Politics of the postcolonial text: Africa and its diasporas*. Muenchen: Lincom Academic Publishers.

Ajai, O. (2011, July). *Law, water and sustainable development*. Paper presented at the IUCNAEL Colloquium, Eastern Cape, South Africa.

Ajai, O. (2011, August). *Sustainable companies, sustainable capitalism: A new model built on the concept of directors duties*. Paper presented at the First International Sustainable Companies Conference, Oslo, Norway.

Anibaba, Y. (2010, September). *MNC knowledge transfer through expatriation – How do subsidiary employees count?* Paper presented at the Strategic Management Society Annual International Conference, Rome.

Anibaba, Y. (2011, August). *Explaining knowledge transfer in the MNC subsidiary – An individual level perspective*. Paper presented at the AFAM Conference, San Antonio, Texas.

David-West, O. (2010, August). *A conceptual model of electronic banking service quality (EBSQ) in an emerging economy*. Paper presented at the Academy of Management Meeting, Montreal.

David-West, O. (2011, August). *EBQUAL: A scale to measure electronic banking quality in an emerging economy*. Paper presented at the AFAM Conference, San Antonio, Texas.

Emenalo, C. (2010, September). *Towards a global theory of corporate governance: Corporate governance systems as dynamic institutions*. Paper presented at the Corporate Governance and the Global Financial Crisis Conference, Philadelphia, Pennsylvania.

Epie, C. (2011, April). *Long work hours and work family conflict in Lagos – Nigeria*. Paper presented at the 4th annual network for African Scholars Colloquium, Nairobi.

Fabiyi, M. (2010, September). *Elaboration of a theory of customer value and its implications for marketing practice*. Paper presented at the 2010 Global Marketing Conference, Tokyo.

Conference Papers

International Conferences

Adegbesan, T., & Adeleye, I. (2010, September). *How applicable is Factor Market Theory to strategic human capital? A theoretical and empirical exploration*. Paper presented at the Strategic Management Society Annual International Conference, Rome.

Adeleye, I. (2011, June). *The institutional environment and the transfer of international HR policies: The adoption of strategic reward in western banks in Nigeria*. Paper presented at the IERA Conference, Singapore.

Adeleye, I., & Akiti, C. (2010, May). *Women of the boardroom in Nigeria: Conquering the final glass ceiling?* Paper presented at the International Academy of African Business and Development (IAABD) Conference, Lagos.

Conference Papers contd.

Owolabi, A., & Iyoha, F. (2010, December). *Link between accounting/auditing environment and the remittances of Africans in Diaspora*. Paper presented at the 9th CSEAR Australasian Conference, Albury Wodonga, Australia.

Owolabi, A. (2011, April). *Understanding the factors that impact investor risk in the Nigerian Stock Market*. Paper presented at the 2011 International Conference for Critical Accounting, New York.

Kelikume, I. (2010, December). *The determinants of capital inflows in Nigeria: A co-integration vector auto-regression approach*. Paper presented at the Second Research Conference on Empirical Issues in International Trade and Finance, organised by the Indian Institute of Foreign Trade, New Delhi.

Moradeyo, A. A. (2011, January). *Mitigating supply chain disruptions in manufacturing firms*. Paper presented at the 2011 Las Vegas Global Conference on Business and Finance, Las Vegas.

Moradeyo, A. A. (2011, May). Supply chain collaboration and disruption management among firms. In C., Kwangseek (Ed.), *2011 Global Supply Chain Management Conference Academic Proceedings* (57 - 62). Plattsburgh, New York: Department of Business & Supply Chain Management, Plattsburgh, State University of New York (SUNY).

Obiaya, I. (2011, March). *Children, Nollywood and the National Film and Video Censors Board: Empowering children to deal with the new storytellers*. Paper presented at the Children's and Young People's Media in Africa Conference, University of Westminster.

Ogunyemi, A. O. (2011, June). *The lumberworks agent: when integrity matters to the agent*. Paper presented at the EBEN Conference, Dublin, Ireland.

Ogunyemi, A. O. (2011, August). *A social entrepreneurial model from Nigeria*. Paper presented at the Academic Collaboration and Research Network (ACRN) Conference on Social Entrepreneurship Perspectives, Linz, Austria.

Ogunyemi, A. O. (2011, August). *Loyalty expectations from employers*. Paper presented at the AFAM conference, San Antonio, Texas.

Ojadi, F. (2011, July). *A process for the pre-qualification of suppliers for a service organisation in a developing economy*. Paper presented at the EurOMA Conference, Cambridge.

Ojadi, F., & Adebajo, D. (2011, July). *Managing supply risk through the process of pre-qualification: A case study of service organisation in a developing economy –Nigeria*. Paper presented at the Global Supply Chain Security Conference, London.

Okonedo, E., & Agbontaen, O. (2011, March). *The individual investors' buying behaviour and gender on the Nigerian equity market*. Paper presented at the 2011 Conference on Financial Services in Africa, Abuja.

Onwuegbuzie, H. (2011, January). *Changing the present and creating the future through indigenous innovation and entrepreneurship*. Paper accepted for the USASBE Conference, Hilton Head, South Carolina.

Onwuegbuzie, H. (2011, January). *Understanding the behaviour and innovation process of indigenous entrepreneurs*. Paper accepted for the doctoral seminar previous to the USASBE Conference, Hilton Head, South Carolina.

Onwuegbuzie, H., & Juma, N. A. (2011, May). *Integrating scientific with indigenous knowledge: Towards a conceptual framework of the innovation process of indigenous entrepreneurs*. Paper presented at the International Academy of African Business and Development (IAABD) Conference, Edmonton, Canada.

Onwuegbuzie, H. (2011, August). Sustainable development strategy using indigenous knowledge and entrepreneurship. Paper presented at the AFAM Conference, San Antonio, Texas.

Ovadge, F., & Cardona, P. (2011, August). *Show me you trust me: Trust in the Boss-Subordinate Dyad*. Paper presented at the AFAM Conference, San Antonio, Texas.

Owolabi, A. (2010, July). *NGO accountability and sustainable development in Nigeria*. Paper presented at the APIRA 2010 Conference, Sydney, Australia.

Conference Papers contd.

- Owolabi, A. (2010, August). *Assessing the impact of the global economic crisis on education and research in Africa*. Paper presented at the 2010 American Accounting Association Annual Meeting, San Francisco, California.
- Owolabi, A. (2010, September). *Regulatory and governance impact on credit decision and reporting in Nigerian banks*. Paper presented at the Italian CSEAR Conference, Catania, Italy.
- Owolabi, A. (2011, August). *The role of auditors in the financial crisis: an African perspective*. Paper presented at the 2011 American Accounting Association Annual Meeting, Denver, Colorado.
- Owolabi, A. & Iyoha, F. (2011, April). *Impact of state institutions on the quality of accounting practices in Nigeria*. Paper presented at the 2011 International Conference for Critical Accounting, New York.
- Owolabi, A. & Iyoha, F. (2011, August). *Adopting international financial reporting standards (IFRS) in Africa: Benefits, prospects and challenges*. Paper presented at the 2011 American Accounting Association Annual Meeting, Denver, Colorado, USA.
- Salami, A., & Kelikume, I. (2010, December). *International capital flows, global financial crisis and trade openness in Nigeria*. An empirical paper delivered at the Second Research Conference on Empirical Issues in International Trade and Finance, organised by Indian Institute of Foreign Trade, New Delhi, India.
- Salami, A., & Kelikume, I. (2011, June). *The service sector linkage and challenges in Nigeria*. Paper presented at the 12th International Research Symposium on Service Excellence in Management (QUIS12) Ithaca, New York.
- Salami, A., & Kelikume, I. (2011, July). *Empirical analysis of the linkage between the manufacturing and other sectors of the Nigerian economy*. Paper presented at the 2011 Wessex Institute of Technology (WIT) Sustainable Development and Planning Conference, Southampton, UK.
- Salami, A., & Kelikume, I. (2011, August). *Effects of changes in macroeconomic aggregates on corporate performance in Nigeria*. Paper presented at the AFAM Conference, San Antonio, Texas, USA.
- Tongo, C. I. (2011, January). *Mutation of workers' values: A critical organisational process for cultural reformation in African indigenous societies*. Paper accepted for CIBMP Conference in London.
- Tongo, C. I. (2011, June). *A management historian's perspective on conceptualizing the human nature in a knowledge driven economy*. Paper presented at the 7th International Strategic Management Conference, Paris.
- Tsaaior, J.T. (2011, July). *Representations of postcolonial economic ecologies in Nigeria's Niger Delta poetic imagination*. A paper presented at the 2nd Biennial Conference of the Postcolonial Studies Association entitled: "Postcolonialism, economies, crises: Interdisciplinary perspectives", University of Birmingham, UK.
- Uzo, U., & Mair, J. (2010, May). *The creation of markets in the Nigerian movie industry: Strategic engagement and collective action by ethnic communities*. Paper presented at the 5th Organisational Studies Conference, Marguax, France.
- Uzo, U. & Mair, J. (2010, June). *Institutional work in the Nigerian movie industry: Strategic interactions in local ethnic communities to resolve institutional ambiguity*. Paper presented at the 2nd International Conference on Institutions and Work, Vancouver, Canada.
- Uzo, U. & Mair (2010, July). *Institutional ambiguity and industry emergence: A comparative case study of the Yoruba and Hausa movie industries of Nigeria*. Paper presented at the 26th Edition of the EGOS Conferences, Lisbon, Portugal.

Conferences in Nigeria

- Agina, A. (2010, August). *Nollywood and historical knowledge*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.
- Agina, A. (2011, March). *Three-act in Nollywood*. Paper presented at the conference on Reading and Producing Nollywood, University of Lagos, Lagos.
- Agina, A. (2011, July). *Cultural epics or historical films*. Paper presented at the conference on Nollywood in Africa, Africa in Nollywood, Pan-African University, Lagos.

Conference Papers contd.

Biakolo, E. A. (2011, August). *Tradition and the new mediation of knowledge production in Africa*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Enaholo, P. (2010, August). *Examining the role of social media in developing effective pedagogies for e-learning using a Nigerian case-study*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Epie, C. (2010, May). *Accelerating growth and productivity through team effectiveness*. Paper presented at the 1st Annual Conference of the Personnel Practitioners Consultative Association, Lagos.

Epie, C. (2010, September). *Employee work-life balance and the need for family-responsible management*. Paper presented at the conference on Bringing the Social Dimension into Business, Pan-African University, Lagos.

Ikibe, R. (2010, August). *The new media and public policy in Nigeria*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Momoh, I. (2010, August). *The role of an African e-news agency in business and financial intelligence*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Momoh, I. (2011, July). *Deconstructing Nollywood's Portrayal of Africa and Africans for Positive Patriotic Reconstruction*. Paper presented at the conference on Nollywood in Africa, Africa in Nollywood, Pan-African University, Lagos.

Ojadi, F. (2010, June). *Oceans to hinterlands: Optimizing import/export supply chain efficiency*. Paper presented at the Ports, Terminal & Logistics (PTL) West Africa Conference, Lagos.

Ojadi, F. (2010, July). *Domestic trade and industrial redistribution in a growing economy – Getting it right in Nigeria*. Paper presented at the National Conference on Domestic Trade Development, Ilorin, Kwara State

Okome, O. (2011, July). *Do Nollywood Films Matter?* Paper presented at the conference on Nollywood in Africa, Africa in Nollywood, Pan-African University, Lagos.

Omorie, K. (2011, April). *Restructuring Exits: Debt Refinancing, Debt Trading, Debt-Equity Swaps and Tax Issues in Restructuring*. Paper presented at the BRIPAN Mandatory Continued Professional Education (MCPE), Lagos.

Onobhayedo, P. (2010, August). *Towards an optimal information value – the impact of folksonomies, voting, comments and liking on the information value of internet publications*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Tam-George, A. (2010, August). *The new media and militancy in Nigeria's Niger Delta*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Tsaior, J. T. (2010, August). *Wazobia FM and the pidginisation of radio programming in Nigeria*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Tsaior, J.T. (2010, September). *The Pan-Africanist Vision in the Musical Sensibility of Fela Anikulapo-Kuti and Sunny Okosun*. A paper presented at the CBAAC Colloquium on "Global Africans, Pan-Africanism, Decolonisation and Integration of Africa – Past, Present and Future", Abuja.

Vincent, O. (2010, August). *Intellectual property issues in the new media*. Paper presented at the conference on New Media and the Knowledge Economy in Africa, Pan-African University, Lagos.

Case Studies

Adeleye, I. (2011). *National Bank Plc: Getting Incentives Right*. Lagos, Nigeria: Lagos Business School.

David-West, O. (2010). *Esoko networks: Facilitating agriculture through technology*. GIM Case Study No. B061. New York: United Nations Development Programme.

Case Studies contd.

David-West, O. (2010). *Food for development in Nigeria*. GIM Case Study No. B094. New York: United Nations Development Programme.

Owolabi, A. (2010). *Agbero Nigeria limited*. Lagos, Nigeria: Lagos Business School.

Comparing Research Output over the Past Two Years		
	2009/10	2010/11
Books	0	7
Book Chapters	5	12
Articles in Nigerian Journals	6	6
Articles in International Journals	19	33
Papers presented at Conferences in Nigeria	6	19
Papers presented at International Conferences	25	45
Case Studies	19	4
Others	11	0
Total	91	125



Members of faculty at the last convocation

Conferences

Nollywood in Africa, Africa in Nollywood



Prof. Haynes making a presentation during the Nollywood conference

The School of Media and Communication (SMC) of the Pan-African University held an international conference on Nollywood in Africa, Africa in Nollywood from the 21st to the 23rd of July, 2011. Convened by Onookome Okome, a visiting professor at the SMC, the conference attracted Nollywood practitioners, film scholars from USA, Barbados, Italy, India, South Africa and other parts of Africa.

Myth and Modernity in African Literature



In August 2011, the School of Media and Communication, Pan-African University in collaboration with the Centre of African Studies, University of Cambridge convened a conference on Myth and Modernity in African Literature.

Small and Medium Scale Enterprises (SME) Toolkit Nigeria Conference: Harvesting Innovation in Small Business Solutions.

A project of the International Finance Corporation (IFC) - a member of the World Bank Group - the SME Toolkit is an online resource which offers free business management information and training for small and medium enterprises (SMEs) on accounting and finance, business planning, human resources, marketing and sales, operations, and information technology.



Panelists at the SME Toolkit Nigeria Conference

The conference organised by the Enterprise Development Centre (EDC) took place on the 24th of November, 2010 in Lagos, Nigeria. The purpose of the conference was to bring together Trainers, Users, Experts, Content and Service Providers to redefine and set a new agenda on how the toolkit can impact even more on the SME sector in Nigeria. The event had over 250 people in attendance from 10 different countries.



During the conference on Myth and Modernity in African Literature

Bringing the Social Dimension into Business

A conference aimed at increasing awareness of corporate social responsibility in Nigeria held at the Pan-African University Conference centre, Lagos on Tuesday, 28th September 2010. It was organised by the Etisalat Corporate Social Responsibility Centre in the Lagos Business School. The conference offered top management of organisations approaches to integrating social issues into their business strategy in a way that reinforces competitive advantage for their business.

The keynote speaker at the conference was Mr Bryan Sanderson CBE, former Chairman of Standard Chartered and current Chairman of Northern Rock and Urban Regeneration Company, Sunderland, United Kingdom and Co-Chairman of the British Government's Asia Task Force.



Mr Bryan Sanderson CBE, former Chairman of Standard Chartered delivering his paper at the CSR conference

Talent Management Conference

A two-day conference for human resources practitioners, to discuss a comprehensive talent management model apt for the African environment was held from the 29th to 30th of September, 2010 at the Lagos Business School. About 70 delegates attended the conference.



Participants in the Talent Management Conference

Personnel

Appointment of Professors



Prof. Albert Alos

The Governing Council of the Pan-African University has named Professor Albert Alos the first Professor Emeritus in the history of the University. This honours his long and distinguished academic career as well as his extraordinary role in the creation and development of the University.

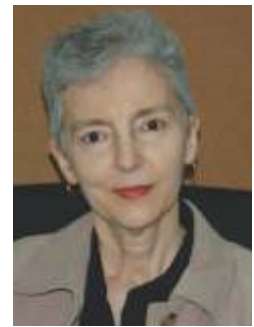
The Governing Council of the University has also appointed as professors, Dr. Olawale Ajai and Dr. Chantal Epie, both of the Lagos Business School.

Prof. Ajai, who is now Professor of Legal, Social and Political Environment of Business, is the author and co-author of several books and many learned articles on corporate law, international law and jurisprudence.

Prof. Epie, who is now Professor of Human Resources Management, has authored and co-authored several books and numerous journal articles.



Prof. Olawale Ajai



Prof. Chantal Epie

Their published works can be found at the following webpages –

- Prof. Ajai's works:
<http://www.lbs.edu.ng/faculty/social-and-political-environment-of-business/ajai-olawale/publications/>
- Prof. Epie's works:
<http://www.lbs.edu.ng/faculty/human-resources-management/epie-chantal/publications/>

Appointment of University Bursar

The Governing Council of the University has appointed Mr. Chidi Awagu as the University Bursar. Mr. Awagu is a chartered accountant with over 28 years post qualification experience. He joined Pan-African University as Finance Manager in 2009.



Mr. Chidi Awagu

Total Staff (Full-Time) At the End of the Year.

	Academic	Professional	Support	Total
2010/11	34	87	146	267
2009/10	31	69	144	244

Participation in University Programmes

Total Number of Students in Degree and Non-Degree Programmes

Teaching Unit	Degree Programmes				Non-Degree Programmes
		No. Enrolled in this Session	No. of Students during the Session	No. of Students Graduated in this Session	
Lagos Business School	Full-time MBA	54	97	68	2,475
	Executive MBA	55	120	69	
	PhD in Management	2	8	-	
School of Media and Communication	Full-time MSc	46	57	46	311
	Part-time MSc	35	66	-	
Enterprise Development Centre	-	-	-	-	713
TOTAL		192	348	183	3,499



University Convocation

The seventh convocation of the Pan-African University was held on the 11th of December 2010. The award of degrees in that ceremony was made memorable by the fact that for the first time, the University awarded the honorary doctorate degree to two distinguished citizens. The awardees were renowned businessman, Chief Oludolapo Akinkugbe and distinguished historian, Prof. Jacob Ade Ajayi.

Professor Jacob Ade Ajayi OFR was awarded the degree of Doctor of Humanities, *honoris causa*, in recognition of his conspicuous merit as a most distinguished and

accomplished historian of Africa and an international scholar of great distinction and repute. On his part, Chief Olu Akinkugbe was awarded the degree of Doctor of Business Administration, *honoris causa*, in recognition both of his pre-eminent business career and of his decisive contribution to the founding and development of the Pan-African University.

The University also conferred MSc degrees to 46 graduates of the School of Media and Communication, as well as 68 MBA and 69 Executive MBA degrees to graduates of the Lagos Business School.

PAU Arts

Virtual Museum of Modern Nigerian Art



During the session the Pan-African University launched an online gallery of modern art. Known as the Virtual Museum of Modern Nigerian Art (VMMNA), this is an online, free, searchable database of Nigerian art from the beginning of the twentieth century. Its main aim is to serve as an educational resource that will contribute to the dissemination of knowledge on modern Nigerian art and artists among the widest possible audience.

Many of these works have never been seen by the general public nor properly documented in general or specialized publications. Consequently, they have remained largely unknown till date.

Currently over 600 works of art by 95 artists are on display and more are being added. The URL for the online museum is www.pau.edu.ng/museum.

Art Exhibitions

The Grandeur of Epeland, an art exhibition by the 'Yaba School' had its first showings at the Lekki campus of the PAU from the 5th – 19th of March, 2011.

Bonding Strings, an exhibition of recent work by Uchay Joel Chima held at the Lekki campus of PAU from the 28th May to 10th June, 2011.



Bandwidth Increase

Bandwidth access has been increased on both campuses. The Victoria Island campus now has a dedicated symmetric internet bandwidth of 3,000 Kbps/3,000 Kbps which it receives via a fibre-optic cable.

The Ajah campus now has a dedicated symmetric internet bandwidth of 4,000 Kbps/4,000 Kbps which it receives via a microwave radio link.

Financial Times Ranking

The Financial Times ranking for 2011 has for the fifth consecutive time placed Lagos Business School (LBS) among the world's top business schools for open enrolment executive education. Ranked 54th in the world, LBS is the only institution in West and Central Africa (and the second in Africa) to be included in the prestigious international ranking, illustrating a commitment to providing management education of world-class standard.

Programmes

New Programmes

LBS and Strathmore Offer Joint Programme for Owner Managers

A joint executive education programme for owner managers of Nigerian and Kenyan businesses organised by Lagos Business School (LBS) and Strathmore Business School (SBS), Nairobi, held in Lagos from the 18th to the 22nd of October, 2010. LBS is collaborating with the Kenyan business school to support owner managers in both countries, by providing opportunities for cross-cultural business education integration. Seventeen business owners from a variety of industry sectors in Kenya, together with thirty-four counterparts from Nigeria, took part in the five-day programme.



Participants in the OMP Programme during the assembly line strategy game session

Category Management: Managing Each Brand as a Strategic Business.

This programme focuses on designing, developing and implementing winning strategies that can be adopted and applied as a process to manage each product/brand as a Strategic Business Units (SBU) with the overall goal of having competitive advantage.

Corporate Social Responsibility (CSR) Workshop for Non-Governmental Organisations (NGOs).

The focus of the workshop is on developing NGO-business partnerships to serve the society. The event provides capacity building training for NGOs who want to partner with businesses on their CSR programmes.

The training shows NGOs how to prepare to work with businesses while still delivering their own bottom line. This workshop lasts for two days.



Mr. Aig Imokhuede, Group CEO, Access Bank in a class session with MBA-9 students

CSR Masterclass

This is a CSR programme for practitioners keen to build a robust set of competences in CSR across sectors and functions. It explores responsible business practices in such traditional business areas as: human resources and organisational development, marketing and advertising, accounting and finance, health and safety, strategy and corporate governance, amongst others. It draws examples from big and small firms as well as across sectors. This is a five-day programme.

Executive Compensation

For forward-thinking organisations, there is a need to find the right balance between risk and reward, between risk management and talent management imperatives.

This one-day intensive programme offers knowledge on how to find this right balance. Using a specially-written, purpose-specific case study, the seminar highlights the multitude of complex and interrelated issues and challenges that impact the design and implementation of executive compensation programmes.



Participants during a class session

Hiring the Right People

All relevant Senior Executives need to be involved in hiring decisions, as any wrong hiring decision can impair the corporate brand and performance very significantly.

This two day seminar seeks to address the most important questions these decision makers must answer - What are the core indicators of the right person for the job? Which is most important – attitude, skill or knowledge?

Managing & Transforming Healthcare Organisations

This four-day seminar provides an opportunity for healthcare professionals to rethink their strategies for managing the diverse complexities and challenges confronting the sector today. The most significant of these is how to meet the evidently insatiable demand for healthcare with the limited financial resources that are available.

Managing Successful Industrial Relations at Work

This three-day programme is designed to equip human resources managers, employee relations managers and personnel managers with the managerial skills to live up to expectation and achieve the desired win-win relationship between management and employees.

Talent Management & Succession Planning

This two-day seminar addresses the need for managing talent and succession planning in the context of a global economy constantly experiencing too few competent employees and a tremendous mobility of the few who are competent.



Participants during a class session

Summary of Participation in Programmes

Degree Programmes

Programme	No. Enrolled in this Session	No. of Students in the Session	No. of Students graduated in this session
Full-time MBA	54	97	68
Executive MBA	55	120	69
PhD in Management	2	8	-
Total	111	225	137

Non-degree Programmes

Programme	Executive Education Programmes	Seminars and Workshops	Total
No. of Participants	252	2223	2475

Candidates and Supervisors in LBS PhD Programme

S/N	Student Name	Research Area	Faculty Supervisor
1.	Akiti, Chinedu	Organisational Behaviour	Dr. Constantine Tongo
2.	Anaso, Ijeoma	Management Accounting	Dr. Akintola Owolabi
3.	Anibaba, Yetunde	Organisational Behaviour	Dr. Ifedapo Adeleye
4.	Chris-Anoruo, Chinasa	Business Ethics	Dr. Tunji Adegbesan & Prof. Juan Elegido
5.	Eberhibhekhole Ebes Esho	Strategy	Dr. Tunji Adegbesan
6.	Moradeyo, Nike	Operations Management	Dr. Obinna Muogboh
7.	Ogunyemi Kemi	Business Ethics	Prof. Juan Elegido
8.	Olomofe Olusegun	Organisational Behaviour	Dr. Ifedapo Adeleye

Personnel

New Academic Staff: 5
 New Professional Staff: 9
 New Support Staff: 15
 Total New Staff: 29

Total Full-time Staff: 177

Honours and Recognitions to Staff

Dr. Olawale Ajai was appointed Professor of Legal, Social and Political Environment of Business in December, 2010

Dr. Chantal Epie was appointed Professor of Human Resource Management in December, 2010.

Dr. Enase Okonedo, the Dean of LBS was appointed chairperson of the board of the Association of African Business Schools (AABS).

Henrietta Onwuegbuzie won the Doctoral Consortium Award for USASBE 2011 (one of the 15 people selected for the award from a global pool of scholars).

She also won the 2010/2011 Emerald/ALCS African Management Research Fund Award for research on "Achieving Sustainable development through indigenous innovation and entrepreneurship"

In addition, Ms. Henrietta Onwuegbuzie won the Best Paper Award in the entrepreneurship track and Overall Best Conference paper award at the International Academy for African-American Business and Development Conference, Edmonton, Canada May 17 - 20, 2011. The paper was titled, "Integrating scientific and indigenous knowledge: Towards an integrative model of the innovation process of indigenous entrepreneurs"

Faculty Development

On-going Doctoral Programmes by LBS Faculty

Faculty Member	Area of Research	Institution
Chris Ogbechie	Corporate Governance	Brunel Business School, Brunel University, London, UK
Chukwunonye Emenalo	Corporate Finance	University of Hertfordshire, Hatfield, UK
Frank Ojadi	Transport and Supply Chain Management	University of Johannesburg, South Africa
Henrietta Onwuegbuzie	Entrepreneurship	Lancaster University Management School, UK
Ikechukwu Kelikume	Economics	Swiss Management Centre University, Zurich, Switzerland
Kayode Omoregie	Finance	Swiss Management Centre University, Zurich, Switzerland
Kemi Ogunyemi	Business Ethics	Lagos Business School, Pan-African University
Olayinka David-West	Business Information Systems	Manchester Business School, UK
Uchenna Uzo	Marketing	IESE Business School, Barcelona, Spain
Yetunde Anibaba	Human Resource Management	Lagos Business School, Pan-African University

Other Faculty Development Activities

Tayo Otubanjo, Constantine Tongo and Kayode Omoregie attended the International Faculty Programme (IFP) from 30th May to 17th June 2011 at IESE Business School. The IFP prepares business school professors to make outstanding contributions to their institutions through the development of critical teaching and leadership skills.

Ifedapo Adeleye and Olayinka David-West attended the Global Business School Network (GBSN) Conference in Mexico City from 20th to 22nd June.

Kemi Ogunyemi is now a member of PRME anti-corruption working group under the UN Global Compact Initiative. PRME (Principles

for Responsible Management Education) is embarking on a 4-year project to integrate anti-corruption values into core curricula of leading business schools.

Chantal Epie participated in the 2011 International Meeting of Lecturers in Organisational Behaviour and Human Resource Management held in Lima (Peru) from 3rd to 5th February.

Rose Ogbechie, who has an EMBA from IESE Business School, is currently pursuing a Masters Degree in Philosophy and Ethics at Strathmore University, Nairobi.



A class session during an executive programme



MBA students interacting with recruitment executives during the recent career fair

MBA Careers

2011 Career Fair

Employers looking for the best MBA talent, on Thursday, March 24, 2011 met with students of the Lagos Business School to discuss career choices and interview for job openings during the eighth MBA career fair at the School in Lagos.

The list of participating companies included Procter & Gamble, Honeywell Flour Mills, GlaxoSmithKline, Seven-Up Bottling, Lafarge WAPCO and Chellarams for FMCG and manufacturing; First Bank, Sterling Bank, Guaranty Trust Bank, Citibank and Akintola Williams Deloitte for banking and financial services. Also in attendance were MTN, General Electric and Swap Technologies for technology and telecoms; Orwell International and Oando for oil and gas; McKinsey & Company for consulting; Filmo Realty and UACN Property Development Company for real estate; Redcare Health Services for healthcare; Tata Africa Services for automobile; and the Tony Elumelu Foundation.

As at the time of the career fair, 90% of the previous graduating class had been employed.

Talent Acquisition Partnership with General Electric (GE)

Lagos Business School has been selected by General Electric as one of the top business schools to partner with in its "Talent Acquisition" programme to be launched later this year.

The partnership proposes to create a pipeline of talents across Africa to power the diverse functional units of GE operations in Africa. Through this partnership, GE will assist LBS with programmes such as internship, job placement and knowledge of GE operations in Nigeria and globally. It will involve LBS students in series of ongoing activities in the organisation especially activities that further professional development.



Collaboration with Roland Berger and African Development Corporation to Provide Scholarships

A new scholarship programme in partnership with two companies, Roland Berger Strategy Consultants, and the African Development Corporation (ADC) was announced during the session. With effect from September, 2011 scholarships will be offered every year to five young Nigerian professionals aspiring to careers in management. Under the scheme, the selected students will have their tuition and living expenses paid for as they complete their MBA degrees at LBS. The scholarship will be offered on a basis of merit and proven financial need.

The Dean of Lagos Business School's Soccer Competition

During the course of the year, the Dean of Lagos Business School's Soccer Competition was instituted. The competition will be, among current EMBA and MBA classes of the School. The competition will be on annual basis, and is aimed at introducing fun and relaxation to the otherwise serious MBA programme, as well as afford a greater opportunity for interaction among participants. Lagos Business School's first year MBA class, MBA - 9 won the Dean's Cup after defeating the second year Executive MBA class, EMBA-15, 1-0 during the final match of the competition played on Saturday, June 4, 2011 at the School football field.

Major Events of the LBS Alumni Association (LBSAA)

Besides the regular fortnightly alumni sessions offered by the school, the following were the major events of the association during the session:



... during the final game for the Dean's Cup.

Alumni Class Reunions

The alumni classes of 1997 (CEP-6, AMP - 7, SMP - 6 & - 7) held a reunion on the 18th of September, 2010 at the Villa Medici, Victoria Island. The guest speaker was Dr. Christopher Kolade CON, Pro-Chancellor and Chairman of Council of the Pan-African University.

On the 25th of September, 2010 the alumni classes of 1998 also held their reunion. The classes were CEP - 7, AMP - 8, SMP - 8 & - 9 and the venue was Southern Sun Hotel, Ikoyi. The guest speaker was Mr. Olu Onakoya, former Managing Director of Mobil Oil Nigeria Limited.



Some LBS alumni during a class re-union



Participants and faculty of the LBS-INSEAD Blue Ocean Strategy Seminar

LBS-INSEAD Blue Ocean Strategy Seminar

As part of the continuous learning activities of the alumni association, twenty LBS alumni and their nominees took part in a seminar jointly organised by LBS and INSEAD at INSEAD's Middle-East campus in Abu-Dhabi, United Arab Emirates. During the five-day programme, participants were taught the Blue Ocean Strategy and its application in business to achieve market dominance.

Alumni Day 2010

The Alumni Day which held on the 25th of November, 2010 provided another platform for the global reunion of the LBS alumni. Among the speakers at the event were the internationally renowned professor of global strategy, Pankaj Ghemawat and the Global CEO of Roland Berger Strategy Consultants, Mr. Martin Wittig. Also at the event was the representative of the Central Bank Governor, Mr. Charles Mordi, who is the Director of Research at the Central Bank of Nigeria.

The Alumni day event was hosted by the Chief Executive Programme - 17 Class (CEP – 17) of Lagos Business School and in attendance were over three hundred and seventy (370) alumni of the school.



Mr. Wittig ...



...and Prof. Ghemawat making their presentations during the 2010 Alumni Day

Special Alumni Session on Nigeria and United States Trade Relations

On the 8th of March, 2011, a special Alumni Session was held at the Lagos Business School, Ajah. The guest speaker of the day was Mr Suresh Kumar, the United States Assistant Secretary of Commerce and Director General of the US Foreign Commercial Office. He made a fascinating and very educative presentation to the 70-member audience.



Mr Suresh Kumar, the United States Assistant Secretary of Commerce responding to questions during the special alumni session



Alumni and guests during the 2011 Alumni President's Dinner

The 2011 Alumni President's Dinner

It was an evening of excitement, reunion, celebration and fun, as alumni, faculty, management and friends of the Lagos Business School gathered at the Harbour Point Events Centre, Lagos, on the 11th of June, 2011 for the annual Alumni President's Dinner. This year's edition with over 1000 guests has been described as the most attended event of the LBS Alumni Association to date.

A major highlight of the evening was the presentation of awards to some distinguished personalities, including; the Alumni President's Award to Professor Albert Alos, the Distinguished Alumni Award, presented to Dr. Ernest Ndukwe and the Alumni Director's Best Class Award, presented to AMP - 22 Class.



R – L: Mr. David Cameron, the British PM; CBN Governor, Mallam Sanusi during the PM's visit to LBS



The British PM, Rt Hon. David Cameron, MP, addressing the Nigerian business community during his visit to the Lagos Business School

The British Prime Minister's Visit to LBS

On the 19th of July, 2011, the Honeywell Group Auditorium of the Lagos Business School was filled to capacity as over 500 members of the Nigerian business community gathered to listen to a speech on "Aid, Trade and Democracy" delivered by the Prime Minister of Great Britain, Rt Hon. David Cameron, MP.

The event was co-hosted by the British High Commission in Nigeria and the Lagos Business School. It had in attendance several distinguished guests including the Executive Governor of Lagos State, Mr. Babatunde Raji Fashola and the Governor of the Central Bank of Nigeria, Mallam Sanusi Lamido Sanusi. Participants at the occasion included a 100 - man delegation of business leaders from the United Kingdom.

Class CSR Activities

National Conference on Nigeria

On January 20, 2011 EMBA-1 held a national conference on Nigeria. The conference had as its theme 'Nigeria, the next 50 Years: Pathway to a New Nigeria' and was an occasion to chart a path for the country in the next 50 years. Among the guest speakers were Governors Babatunde Fashola of Lagos State and Rotimi Amaechi of Rivers State.

AMP-22 embarked on visits to two Orphanages and an Old People's Home.

EMBA-10 Donated an E-Library to Eti-Osa Junior Secondary School, Lagos.

SMP-39 visited the S.O.S Children's Home, Isolo, Lagos and donated some food items,

Gifts to the School

A total of N20.45m was donated to the LBS Endowment Fund by graduating classes and individual alumni in the 2010/11 session. The breakdown is as follows:

CLASS	DONATION (N)
CEP 19	5,500,000
AMP 23	1,200,000
EMBA 13A	1,000,000
EMBA 13B	1,000,000
OMP13	1,000,000
OMP 14	1,000,000
SMP 38	1,000,000
SMP 39	1,000,000
SMP 40	1,000,000
INDIVIDUALS	
Name Withheld	2,000,000
Name Withheld	1,000,000
Name Withheld	1,000,000
Name Withheld	1,000,000
Name Withheld	1,000,000
Name Withheld	500,000
Name Withheld	250,000
TOTAL	20,450,000

Notable Guests

Visiting Professors



Professor Ashok Arora of the Management Development Institute (MDI), Gurgaon, India arrived in January 2011 to head the Chair for India Management Studies at Lagos Business School. The Chair for Indian Management Studies was established in November 2009 with the signing of a Memorandum of Understanding between LBS and the Indian Council for Cultural Relations (ICCR).



Dr. Kenneth Amaeshi is Senior Lecturer in Strategy and International Business at the University of Edinburgh. He has over ten years' experience in corporate responsibility research, discourse and practice. His research focuses mainly on: sustainable finance and innovation; comparative corporate social responsibility; commercialization of intellectual property assets; governance of innovation networks; and multinational corporations in developing economies. He is also a visiting lecturer at Cranfield School of Management, UK.

Dr. Malcolm Fabiyi is a visiting professor at Lagos Business School where he teaches courses in marketing strategy, marketing management and research methods. He holds a first-class degree from the University of Lagos Nigeria, a PhD from the University of Cambridge England, and an MBA from the University of Chicago Booth School of Business.



Other Notable Guests



The British Prime Minister, Rt Hon. David Cameron being welcomed by Dr. Enase Okonedo, Dean of the LBS during the PM's visit to LBS.

Rt Hon David Cameron, MP, Prime Minister, Great Britain. Mr. Cameron addressed the Nigerian business community at a special session at the Lagos Business School on Tuesday, July 19th, 2011. He spoke on *Trade Aid and Democracy*. He was on a one-day visit to Nigeria as part of his trade mission to Africa.

Mr. Dapo Okubadejo *Partner & Head, Financial Advisory Services, KPMG*

HRH Rilwan Akiolu, *the Oba of Lagos*

Rt Hon. Andrew Mitchell, MP, *the UK Secretary of State for International Development*

Lord Green, *the UK Minister of State for Trade*

Mr. Andrew Lloyd, *the British High Commissioner to Nigeria*

Professor Pankaj Ghemawat, *IESE Business School, Barcelona, Spain*

Dr Martin Wittig, *Global CEO, Roland Berger Strategy Consultant*

Mr Olusegun Aganga, *Minister of Trade and Investment.*

Mr Suresh Kumar, *US Assistant Secretary of Commerce*

General Theophilus Danjuma (Rtd.), *Chairman, SAPETRO Ltd*

Mr. Samuel Oni, *Director, Banking Supervision, Central Bank of Nigeria*



L-R: Prof. J. M. Elegido, Vice-Chancellor, Pan-African University; Mr. L. Ettah, GMD UACN Plc; Governor B. R. Fashola of Lagos State; Governor R. Amaechi of Rivers State, Mr. A. Aig-Imoukhuede, GMD/CEO, Access Bank Plc and Mr. O. Agbaje, CEO, Resource and Trust Company Limited during the Conference on Nigeria.

His Excellency, Mr Babatunde Raji Fashola, *Governor, Lagos State*

His Excellency, Mr. Rotimi Amaechi, *Governor, Rivers State*

Mallam Sanusi Lamido Sanusi, *Governor of the Central Bank of Nigeria*

Ms. Aruma Oteh, *DG, Securities and Exchange Commission*

Dr. Dalhatu Tafida, *the Nigerian High Commissioner to the UK*

Mr. Ben Akabueze, *Honourable Commissioner, Ministry of Economic Planning & Budget Lagos State*

Mr. Albert Okumagba, *Group Managing Director, BGL Plc*

Mr. Mahesh Sachdev, *Indian High Commissioner to Nigeria*

Mr. Demola Aladekomo, *CEO, Chams Plc*

Mr. B. J. Rewane, *CEO Financial Derivatives Company Limited*

LAGOS BUSINESS SCHOOL



Mr Mahesh Sachdev, Indian High Commissioner to Nigeria (second from the left) during a visit to the LBS

Mr. Charles Mordi, *Director of Research, Central Bank of Nigeria*

Mr. Enrico Liggeri, *CEO Pfizer Nigeria*

Mr. Aigboje Aig-Imoukhuede *GMD/CEO, Access Bank Plc*

Mr. Andrew Alli, *CEO, Africa Finance Corporation*

Mr. Phillip Drouin, *Chief of the Political/Economic Section, United States Consulate-General, Lagos*

Mr. Udeme Ufot, *MD, SO² U Saatchi & Saatchi*

Alhaji Aliko Dangote, *Chairman, Dangote Group*

Mr. Leo Stan Ekeh, *Chairman of Zinox Technologies Ltd*

Mr. Tonye Cole, *CEO, Sahara Energy Group*

Mr. Austin Okere, *CEO of Computer Warehouse Group*

Senator Daisy Danjuma

Mr. Jerry Agada, *former Minister of State for Education*

Mrs. Elizabeth Olofin, *Head, Training, Fate Foundation*

Mr. Jaweria Ali, *Director, Marketing, Procter & Gamble*

Mr. Femi Oladehin, *Senior VP, Argentile Capital Partners Limited*

Mr. Frederic Ribieras, *VP/CFO, GE Oil & Gas*

Mrs. Ngozi Adebisi, *HR Director (Central Africa) at Reckitt Benckiser*

Mr. Kwabena Yeboah, *HR Manager, MRS*

Mr. Richard Till, *Finance Manager, Procter & Gamble*

Mr. Tolulope Agiri, *HR Director, Unilever*

Mr. Titi Akisanya, *Former HR Director, Coca-Cola*

Mr. Innocent Oseghe, *Associate Director, Executive Selection and Training Services, KPMG*

Mr. Aruosa Osemwegie, *HR Team Lead, GTBank Plc*

Dr. Harbhajan Batth, *Group CIO, Chellarams Nigeria Plc*

Dr. Uduimo Itsuelli, *Chairman of the Nigerian-Indian Chamber of Commerce and Industry and CEO, Dubri Oil Ltd.*

Mr. Subhomoy Bhattacharjee, *Executive Editor of the Financial Express, India.*

Mr. Abdulrahman Abiola-Odunowo, *Group CEO, PNN*

Mr. Nduka Okoisor, *Head, Talent Management, Air Nigeria*

Mr. Dotun Sulaiman, *Chairman, Cornerstone Insurance Plc*

Mr. Robert Rose, *Founder, Promasidor*

Mr. Keith Richards, *MD/CEO, Promasidor*

Mr. Charles Anudu, *MD, Swift Networks*

Mr. Steven Evans, *MD/CEO, Etisalat Nigeria*

Mr. Jacob Moyo Ajekigbe, *Chairman, Friesland Campina Wamco*



Alhaji Aliko Dangote, Chairman, Dangote Group addressing entrepreneurs at the LBS

Other Events

Walk for Education

Alumni of Lagos Business School turned out on Saturday, the 4th of December, 2010 to draw public attention to the state of basic education in Nigeria during a "Walk for Education" exercise.

This first edition which promises to be an annual one, was the initiative of the Executive MBA (EMBA)- 9 class and was supported by Skye Bank and Cadbury Nigeria.



A section of the LBS Alumni during the Walk for Education

Panel Discussion on Nigeria – India Collaboration

A panel discussion aimed at creating awareness for businesses in Nigeria and India to explore opportunities for investments and joint ventures and improve bilateral trade held at the Lagos Business School on Wednesday, the 24th of March, 2011.

On the panel were Prof. Olawale Ajai, Professor of Legal, Social and Political Environment of Business at LBS; Mr. Leo Stan Ekeh, Chairman of Zinox Technologies Ltd; Dr. Harbhajan Batth, Group Chief Information Officer of Chellarams Nigeria Plc; Dr. Uduimo Itsuelli, Chairman of the Nigerian-Indian Chamber of Commerce and Industry; and Mr. Subhomoy Bhattacharjee, Executive Editor of the Financial Express, India. The discussion was organised by the Indian High Commission in Lagos, in partnership with Lagos Business School and IdeaWorks, a communication design and strategy firm in India. The High Commissioner of India in Nigeria, Mr. Mahesh Sachdev participated in the event.



Participants at Panel Discussion on Nigeria – India Collaboration

Programmes

Summary of Programme Participation

Degree Programmes

Programme	No. Enrolled in the 2010/11 session	No. of Students During the 2010/11 Session	No. of Students who Graduated in the 2010/11 Session
Full-time M.Sc.	46	57	46
Part-time M.Sc.	35	66	-
Total	81	123	46



Non-degree Programmes

Programme	Professional Education Programmes	Seminars and Workshops and Retreats	Total
No. of Participants	95	412	507



Participants at an in-house seminar

New Programmes

Corporate Reputation & Brand Management

This is a two-day seminar designed to expose participants to the strategies of cultivating sustainable media relations and how to respond appropriately to negative publicity or bad press.

Assertive Communication Skills for Managers and Team Leaders

The main aim of this two-day seminar is to train managers and supervisors on the assertive and effective communication skills they need to build team cohesion and enhance staff effectiveness.

New Media Marketing

This two day workshop is aimed at educating and sensitizing brand and marketing managers on how to deploy new media for brand and product promotion.

Customer Care

This three day seminar aims to teach the humanistic approach to customer care for the purpose of mindset change.

CME Impact Assessment Study

In 2010 an impact assessment of the Certificate for Media Enterprise (CME) programme was undertaken. The respondents of the survey were the participants of the first six editions of the programme, CME-1 to CME-6.

Of the 156 participants in these runs, 86 (55%) provided feedback for the survey. 30% of the respondents had been promoted after the programme. There was also a 12% increase in the number of self-employed persons. 35% indicated an increase in income levels with about 14% pointing to a clear increase of more than 50%.

Personnel

New Academic Staff: 2
New Professional Staff: 2
New Support Staff: 0
Total New Staff: 4

Total Full-time Staff: 24

Staff Development

On-going Doctoral Programmes by SMC Faculty

Name of Staff	Programme (Area of Specialisation)	University
Ikechukwu Obiaya	PhD (Film)	University of Navarra, Spain
Pius Onobhayedo	PhD (New Media and Organisational Communication)	University of Navarra, Spain

Other Staff Development Activities

Dr. Austin Tam-George attended the International Faculty Development Programme at IESE Business School, Spain.

Prof. Emevwo Biakolo attended an International Workshop for Deans and Directors of Communications Faculties at the University of Navarra, Spain.

Ms. Doris Onyejeose attended the Senior Manager Programme at the Lagos Business School, Pan-African University.

Ms. Ndidi Obieze attended the Marketing for Non-Marketing Managers programme at the Chartered Institute of Marketing, UK.

Ms. Njideka Izuka attended the Advanced Writing Skills Programme at the School of Media and Communication, Pan-African University.

Ms. Temitope Akintola attended the New Media Marketing Programme at the School of Media and Communication, Pan-African University.

Honours and Recognitions for Staff & Students

Anuli Agina, a member of the SMC faculty, has won the first prize in the 2010/2011 Annual Film Essay Competition of the Nigerian Film Corporation. The essay topic was 'Film: A tool for socio-cultural integration and tourism development'.

Adetoye Oremosu (AWARES-1), a student of the SMC's Master of Science programme, was one of six persons honoured in 2010 with the title of Citizen Ambassador to the United Nations. This was in recognition of his winning entry in a UN competition designed to engage a new generation of world citizens through the internet and online social networking. His winning video focused on the lack of education and its effect on society.



Adetoye Oremosu (second from right) with fellow UN Citizen Ambassadors in the UN General Assembly Hall

Students of the Video and Editing stream of the Samsung Real Dreams, led by a member of faculty, Patrick Enaholo, won the third prize in the Video Clip Contest of the 4th Harambee International Award. The contest, with the theme "Communicating Africa" was aimed at encouraging the spread of positive stories from the continent; given the almost incessant negative media coverage that Africa receives. The contest was open to professional film directors and producers as well as students.

Honours and Recognitions for Alumni

Funke Treasure Durodola (CME-4), the Vice-President of the SMC Alumni Association has been granted a four-month fellowship in the Yale University World Fellows Programme. She has also received an award from the Broadcast and Communication Students' Association (BACSTA) for social impact and mentoring excellence.

Abiola Hameed, a graduate of the Screenwriting for Film, Video and Television Course, was one of the three persons whose scripts were chosen for production at the screenwriting lab of the International Film Festival. The festival took place in Port Harcourt in December, 2010. Two other graduates of the programme, Aisha Kyari and Daniel Oriahi, also made the short list from which the final selection was made.

Tolu Awofeso (CME-4) was winner in the Tourism category at the 2010 CNN/Multichoice African Journalist of the Year Award.

Jennifer Igwe (CME-4) has been awarded the 2011 Rotary International Humanitarian Reporting prize in the Economy and Development category.

Toyosi Ogunseye, a student of the SMC's part-time master's programme (PT1) has won in the MSD Health and Medical category of the 2011 CNN/Multichoice African Journalist Awards.

Toyosi Akerele (CME-6), the Executive Director of RISE, a youth development organisation was the only Nigerian invited to attend the International Visitor Leadership Programme which took place between the 22nd of April and the 14th of May, 2011. During the course of the programme she was commended by Mrs. Michelle Obama for her work including the annual youth conference she organises.

Major Activities of the School of Media and Communication Alumni Association (SMCAA)

As part of the *Breakfast With* series the SMCAA hosted the editor in chief of TW Magazine, Mrs. Adesuwa Oyenokwe. This took place in March, 2011.



Mrs. Adesuwa Oyenokwe at the 'Breakfast with' meeting

The SMCAA held the maiden edition of its Alumni Forum and Cocktail. The forum took place on the 29th of April at the Victoria Island of the Pan-African University. The event featured Mr. Pelu Awofeso, an alumnus and winner in the tourism category of the 2010 CNN/Multichoice African Journalist of the year award.



Mr. Pelu Awofeso making a presentation at the alumni forum

The second edition of the SMC Alumni Forum and Cocktail held on the 24th of June, 2011. The guest speaker was Ebi Akpeti, author of *The Perfect Church*. Thirty-nine guests were in attendance.

The SMCAA held its first alumni seminar. The seminar, which focused on monetizing web/online tools, took place at the Victoria Island campus of the Pan-African University. It was delivered by Mr. Lanre Aina, a business analyst at Google Nigeria with a specialization in media entertainment. Over fifty alumni attended the event which took place on the 28th of May, 2011.

Notable Guests

Visiting Professor

Onookome Okome is Professor of African Literature and Cinema at the University of Alberta, Edmonton. He is one of the foremost scholars on Nollywood and a frontline intellectual of African popular culture. He has published several books in these areas. In 1998 he co-published the first serious attempt at theorizing Nollywood, which appeared in *Research in African Literatures*. Since then, Dr. Okome has published over twenty essays and edited special issues of journals on Nollywood. While at the SMC he continued his teaching and research and in July, 2011 convened an international conference on Nollywood studies. Prof. Okome was on a Sabbatical from his home university.



Other Notable Guests

Prof. Jane Bryce, *University of the West Indies, Barbados*

Prof. Jonathan Haynes, *Long Island University, Brooklyn, USA*

Prof. John McCall, *Southern Illinois University, Carbondale, USA*

Prof. Abiola Irele, *Dean, Faculty of Humanities, Kwara State University*

Prof. Stephanie Newell, *University of Sussex, UK*

Prof. Akachi Ezeigbo, *University of Lagos*

Dr. Chris Warnes, *University of Cambridge, UK*

Dr. Eiman El-Nour, *Al-Ahfad University for Women, Sudan*

Dr. Kenneth Simala, *Masinde Muliro University, Kenya*

Mr. John Momoh, *CEO, Channels Television*

Mr. Keith Richards *CEO, Promasidor Nigeria*

Mr. Paul Obazele, *President, Actors Guild of Nigeria*

Mr. Wale Adenuga MFR, *Chairman/Executive Producer, Wale Adenuga Productions*



L-R: Mr. Paul Obazele, President, Actors Guild of Nigeria, Mr. Zack Orji, Nollywood Actor being received by Dr. Okolo of the SMC

Mr. Zack Orji, *Nollywood Actor*

Ms. Stella Damasus, *Nollywood Actress*

Mr. Madu Chikwendu, *Producer/Director*

Mr. Kunle Afolayan, *Producer/Director*

Mr. Brett Johnson

Mr. Frank Aigbogun, *Publisher, BusinessDay*

Alhaji Garba Bello Kankarofi, *Registrar, APCON*

Mr. Odia Ofeimun, *poet, essayist, journalist, and social critic*

Mrs. Adesuwa Oyenokwe, *Publisher, TW Magazine*

Mr. Emeka Mba, *DG, National Film & Video Censors Board*

Mrs. Victoria Ezeokoli

Prof. Frank Ukadike, *Tulane University, USA*

Mr. Luke Morris, *UK film director*

Student-Led Activities



Member of the SMC's full-time M.Sc. (FT2) class led by Ms. Toyin Fajusigbe made visits in support of the less privileged. The first was to a public primary school in Costain, Lagos. Following that, they visited a home for the elderly in Mushin. They have also visited the maximum security prison in Kirikiri, Apapa and the Agbowo Relief Camp situated in Ikorodu which at the time housed about 1,000 victims of the October 2010 floods in Ikorodu. These outreaches were carried out under the auspices of the Show Some Love (SSL) Foundation which was initiated by Ms. Fajusigbe.



Member of the M.Sc. (FT)-2 class during an outreach...

Programmes

New Programmes

The Grooming Enterprise Leaders (GEL) Programme

As part of a holistic intervention in the Small and Growing Business segment of the Nigerian economy, EDC was commissioned by the Federal Government of Nigeria (FGN) to implement the Grooming Enterprise Leaders (GEL) programme.

The GEL programme aims at

- Building the capacity of, and providing support to at least one thousand (1,000) small and growing businesses in the six geo-political regions of the country.
- Building and supporting “Enterprise Development Infrastructure” across Nigeria while leveraging on existing enterprise development centres.
- Enhancing the depth and quality of information available and accessible to SMEs in Nigeria

Notable milestones of the programme which effectively kicked off in May, 2011 include:

- The redesign and upgrading of the SME Toolkit Nigeria web portal
- The launch of the GEL project portal
- The Training of Trainers programme for 36 Enterprise Centres across the six geo-political zones of the country (this took place from the 1st to the 5th of August, 2011)
- The selection of an independent monitoring and evaluation firm for the project



Participants in class

Phase 1 of the programme will be concluded in December 2011. Those who have successfully concluded the training will have the opportunity to apply for funding from the special N75 billion fund earmarked by the Federal Government for intervention in the small and medium scale enterprise (SME) sector. The fund is being managed by the Bank of Industry (BOI).



Participants during a field trip



A class session during the Training of Trainers programme of the GEL Programme

Building Entrepreneurs Today (BET) Project

In a bid to improve capacity in the SME landscape in Nigeria, Diamond Bank Plc entered a strategic alliance with the EDC in a programme tagged Building Entrepreneurs Today (BET). The BET project will select, train and provide support services to fifty (50) entrepreneurs annually over the next three years. During the last session the first set of fifty entrepreneurs were trained.

In the initial stage of the three-tier structured programme, the fifty entrepreneurs went through the four-months certificate programme in entrepreneurial management offered by the EDC. In the next stage, fifteen (15) of

these advanced to the "Top Breed" stage. At this level, they got additional enterprise support and had an advisor attached to them for six months. The advisors were students of the Lagos Business School's MBA programme who acted as consultants and sounding boards.

Finally, after two quarterly reviews of their business model and plan for expansion, five entrepreneurs out of this group of fifteen were selected for the 'Next Level Award'. This award included a grant of N3m to each of these five entrepreneurs as growth capital for their business with additional support services from the EDC.



The five awardees of the N3m grant at the end of the first run of the BET Programme

Education Partnership for Africa (EPA)

As part of its effort to promote and embed the enterprise culture in Nigerian institutions of higher learning, the British Council sponsored the Education Partnership for Africa (EPA) programme that brought together Oxford Brooks University, UK and several institutions in Nigeria together to explore innovative ways of teaching entrepreneurship. EDC, Pan-African University was the Africa team leader.

Two sessions were held:

- From September 6 – 10, 2010 in Lagos with 22 faculty from 5 institutions of higher learning in attendance
- From January 10 – 14, 2011 in Abuja with 16 faculty from 16 institutions of higher learning in attendance

At the end of the programme, enterprise hubs were formed in the South West and Northern regions as platforms for continuous collaboration going forward. Dr. Sola Adesola, a senior lecturer at Oxford Brookes University and Mr. Peter Bamkole, Director of EDC, facilitated the programme.



At the grand finale of the EPA programme

SME Toolkit Training of Trainers (ToT)



A session during the SME Toolkit Training of Trainers

In its effort to expand the use of the SME Toolkit Nigeria, EDC organized a Training of Trainers programme (ToT) for 17 training partners chosen from over 750 applications. The objective of conducting the ToT was to partner with these training organizations in deploying the SME Toolkit training to end users in all the geo-political zones of the country. Two master trainers from the IFC SME Toolkit global team conducted the 3-day training in two batches from August 27th to September 3rd 2010. SMEs are now being trained on the Toolkit in Abuja, Uyo and other areas that had not been reached previously.

A project of the International Finance Corporation (IFC), the SME Toolkit is an online resource which offers free business management information and training for small and medium enterprises (SMEs) on accounting and finance, business planning, human resources (HR), marketing and sales, operations, and information technology (IT). SME Toolkit Nigeria is managed by the EDC and has over 15,000 registered members.

The Access! Initiative

The International Trade Centre (ITC) collaborated with EDC to launch the *Access! Initiative* – a regional effort aimed at strengthening the capacity of women entrepreneurs in the West African region to participate in the export market. In Nigeria, the scholarship provided for a one week intensive export readiness programme and follow up services. Thirty-four (34) women were trained in Lagos for the first edition, which has been acclaimed as the most successful of the nine conducted so far within the region. Another one is slated for Abuja later in 2011.

The International Trade Centre (ITC) has as its mission the enabling of small business export success in developing and transition economies, by providing, with partners, sustainable and inclusive development solutions to the private sector, trade support institutions and policy-makers.

The ITC is a joint agency of the World Trade Organization and the United Nations whose focal point is trade related technical assistance (TRTA).

The Enterprise Challenge 100

In the year 2010, IBM celebrated its 100 years anniversary. In marking this milestone, IBM in Nigeria collaborated with EDC to design and implement the Enterprise Challenge 100. It's objective was to mentor 100 small businesses over 100 days using the SME Toolkit to help participating SMEs leverage on the knowledge of IBM staff to achieve set target within the 100 days.

The orientation session was held at EDC, Pan-African University on the 11th of March, 2011. One of the aspects of the orientation was the participation by entrepreneurs in the "Entrepreneurial Finance Lab (EFL)" – a risk assessment /enterprise management test developed by the Entrepreneurial Finance Lab of the Harvard Kennedy School. The 100 days ended with the Grand Finale tagged the "Day of Service" on the 16th of June 2011. Six finalists emerged, two of whom were alumni of EDC.

Leading Through Coaching

Designed for Enterprise Leaders, this two day workshop (Feb 28 – Mar 1, 2011) was aimed at helping small business owners' use coaching as a tool for attaining peak performance within their various organizations. The workshop was led by Gbonju Akintola, a team leader at Peak People Developers in the United Kingdom.



CEM and Goldman Sachs Go to Abuja

The *Goldman Sachs (GS) 10,000 Women Initiative* was launched in March 2008 with the objective of empowering 10,000 Women in developing and emerging economies across the world through the provision of business education and wrap around services.

In Nigeria, the *Goldman Sachs 10,000 Women Initiative* is being implemented by EDC, Pan-African University and has trained and supported over 150 women to date. Based on the success recorded so far in

Nigeria, Goldman Sachs (beginning in 2011) has doubled the annual scholarship from 50 to 100 with a request for the programme to expand beyond Lagos.

Thus when the Certificate in Entrepreneurial Management (CEM) kicked off in Abuja on the 3rd of May, 2011 to provide opportunities for entrepreneurs in the northern parts of the country, it also provided an opportunity for women entrepreneurs to take advantage of the expanded Goldman Sachs scholarship. Support services are also provided.



The CEM Programme in Abuja

Summary of Programme Participation

A total of 719 participants attended EDC programmes within the 2010/11 session. They attended the following programmes

S/N	Programme	No. of Participants
1	Certificate in Entrepreneurial Management (CEM)	85
2	Social Sector Management	40
3	Essential Management Skills	74
4	Venture In Enterprise Management Programme (VIEMP)	100
5	IBM Enterprise Challenge	100
6	Access! Initiative	34
7	SME Toolkit ToT	17
8	In-Company Retreats	219
9	Education Partnership for Africa Programme	38
10	Leading Through Coaching	12
	TOTAL	719

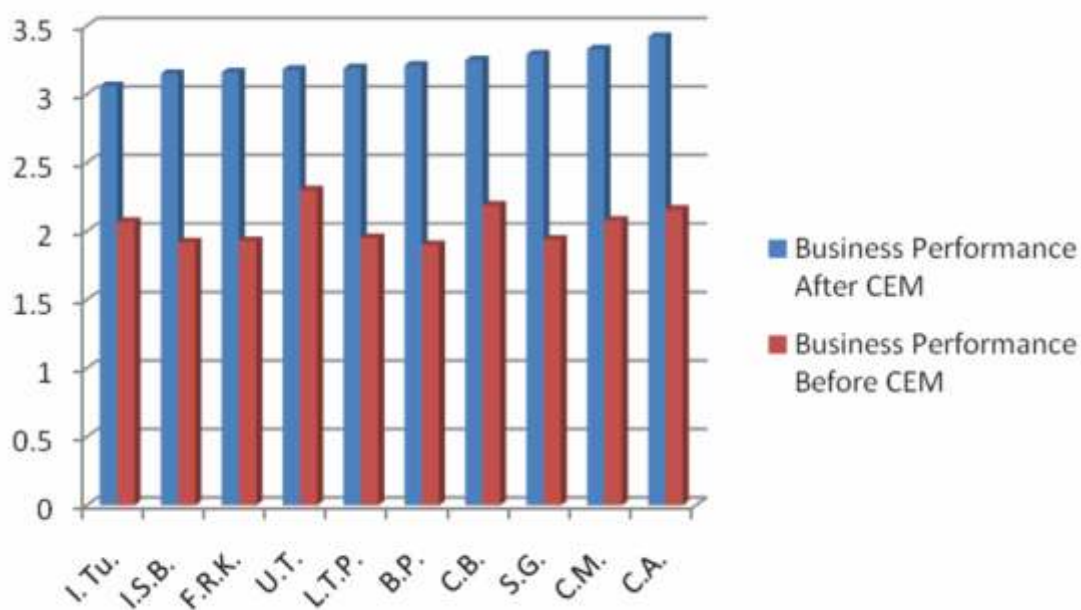
Certificate in Entrepreneurial Management (CEM) Programme Impact Assessment

The Certificate in Entrepreneurial Management (CEM) programme has trained six hundred and twelve (612) entrepreneurs since its inception in June, 2005. In 2011, the EDC commissioned a survey of the impact of the CEM programme on EDC members. This is the second Impact Assessment Study being commissioned by the EDC. The following are some of the main results of the study

Acquisition of Skills and Knowledge	Frequency	Percentage
None	-	-
A little	40	21
A great deal	149	79
TOTAL	189	100

Survey participants were requested to rate their business in terms of performance, 'before' and 'after' the CEM programme, on a scale from 1 – 4 (1= Poor and 4 = Good).

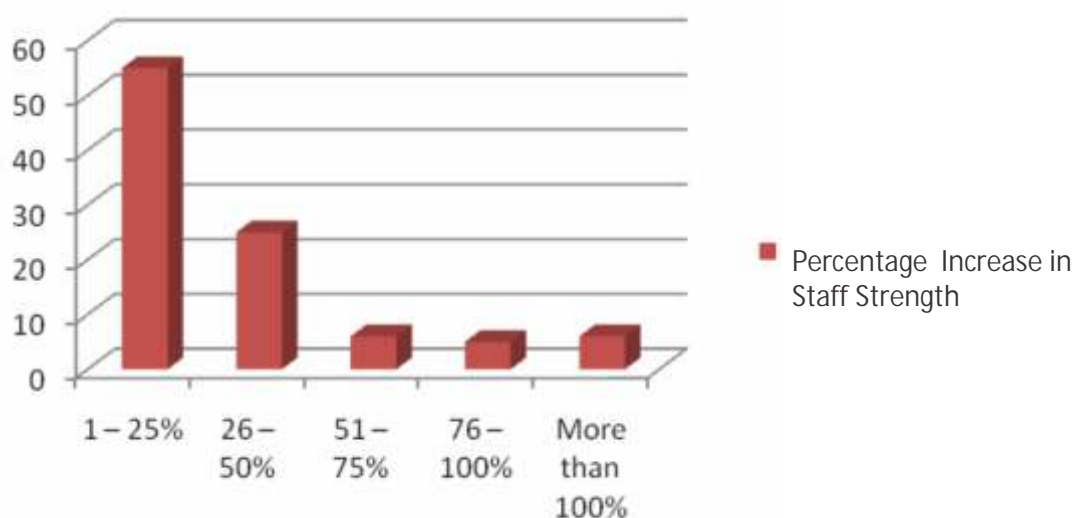
	Increasing Turnover (I.Tu.)	Improving Systems in Business (ISB)	Financial Records Keeping (FRK)	Usage of Technology (UT)	Ability to do Long Term Planning (LTP)	Business Positioning (BP)	Comm. in Business (CB).	Strategies for Growth (SG)	Change in Mgt Style (CM)	Change in Attitude (CA)
Performance Before CEM	2.07	1.92	1.93	2.3	1.95	1.9	2.19	1.94	2.08	2.16
Performance After CEM	3.06	3.15	3.16	3.18	3.19	3.21	3.25	3.29	3.33	3.42



EDC members recorded significant impacts on key areas of business performance following the CEM programme.

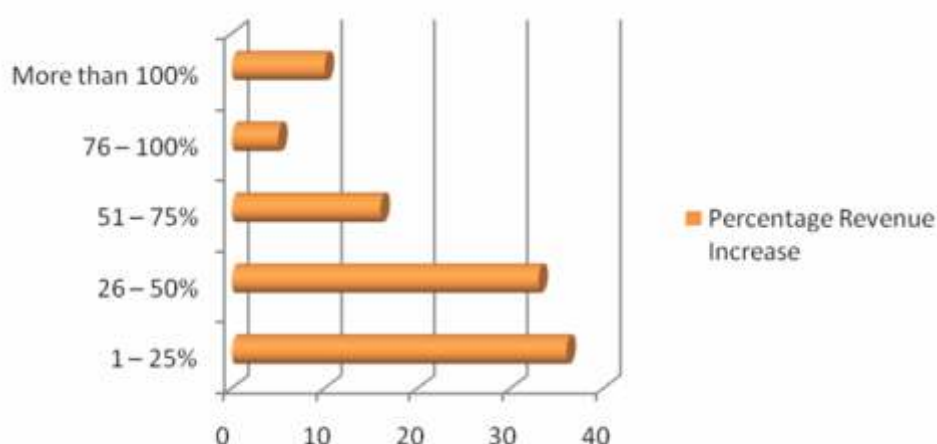
Percentage Increase in Staff Strength	Percent
1 – 25%	55
26 – 50%	25
51 – 75%	6
76 – 100%	5
More than 100%	6
TOTAL	100

Percentage Increase in Staff Strength



All EDC participants had been able to increase their staff strength by at least 50 percent.

Percentage Revenue Increase



At least 65 percent of EDC members had an increase in turnover above 25 percent.

EDC Services

Beyond capacity building, EDC's strength perhaps lies in its out-of-class services better known as Wrap-Around Services. Apart from the regular advisory and mentoring services, EDC focused on the under listed services:

Expert-In-Residence (EIR) Sessions

These are business clinics where SMEs are able to consult with experts from different areas of business management on specific challenges they face in the process of managing their enterprises. During the period under review, five EIR sessions were held with an average of seventeen EDC members in attendance at each session.

Network Meetings

Because of the usefulness of continuous education and networking, EDC organises a series of network meetings for its members. During the period under review, six network meetings were organised with a combined attendance of over seven hundred EDC members.

Field Visits by EDC Staff and MBA Students

During the course of the year, member SMEs were visited at their offices/shops/factories in order to help assess the challenges they face, and thus provide real-time practical solutions. The field visits were undertaken by EDC staff and MBA students from the Lagos Business School. In the 2010/11 session, over 400 members were visited.

Personnel

Two new staff were hired, bringing the current total to twelve (12)

Honours and Recognitions to Staff

At the SME Toolkit Conference held in Colombo, Sri Lanka May 30 – June 3, 2011; EDC / SME Toolkit Nigeria won an award for the best use of social media.

Mr. Peter Bamkole was appointed to the Business Environment Committee of the Lagos State Government (June 1st 2011).

Mr. Peter Bamkole was appointed to the Lagos Innovation Advisory Council of the Lagos State Government (12th July 2011).

Honours and Recognitions to EDC Members

Ogo Maduewesi (SSM-3) and Blessed Uwatt (SSM 2) both won the Outstanding Mentee Award for the Enterprise Challenge 100 organized by IBM to celebrate their 100years anniversary.

Ojoma Kanu, a GS Scholar (CEM 9) won the 2011 Vital Voices Mentoring Award that provided her with the opportunity to be mentored in America by a top Fortune 500 executive over a period of one month.

Sola Babatunde (GS 3, CEM 9) – was amongst the finalists in a Business Plan Competition organized by SMEDAN. This provided her the opportunity to attend the youth entrepreneurship programme in Miami from November - December, 2010. It was sponsored by the African Diaspora Partnership for Empowerment Development (ADPED) in conjunction with the Nigeria Economic Reconstruction Fund (NERFUND) and the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN).

Saidat Shonoiki (GS1, CEM-7) represented Nigeria at the ECOWAS Congress where she won the Young Entrepreneur of the Year Award for ECOWAS in October 1, 2010.

Cynthia Umoru (GS1, CEM -7) represented Nigerian youth at the 17th African Union Summit which held at Malabo, Equatorial Guinea from 23rd June – 1st July, 2011.



Ms. Lola Fayomi at the SME Toolkit Global Partner Conference

Staff Development Activities:

- Mrs. Nneka Okekearu was at the Centre for Creative Leadership in North Carolina where she attended the Training of Trainers for leadership training under the auspices of the Aspen Network of Development Entrepreneurs (ANDE).
- Mrs. Nneka Okekearu attended the 2010 ANDE Annual Conference which took place on September 29 - October 1, 2010 in Glen Cove, New York.
- Mr. Wale Anifowose attended the Summer Academy for Sustainable Enterprise Development at the International Labour Organization Training Center in Turin, Italy, from 20th June – 1st July, 2011.
- Mrs. Nnenna Ugwu and Ms. Adeola Osinaike attended a conference on alumni relations and fundraising organised by the Council for Advancement and Support of Education (CASE) which held in Abuja, from 4th – 5th November, 2010.
- Mrs. Nnenna Ugwu, Mrs. Nkem Dosekun and Ms. Lola Fayomi are currently pursuing their Masters degrees at the University of Lagos.
- Mrs. Nnenna Ugwu attended the MSME Entrepreneurship training organised by the World Bank in Abuja (May 1st – 7th 2011).
- Mr. Peter Bamkole became a certified Business Edge Trainer after attending the IFC organized Training of Trainers and completing the mandatory “assessment” for certification.



Mrs. Okekearu at the Centre for Creative Leadership

Attendance at Conferences

Mr. Peter Bamkole attended the 3rd Multi-year Expert Meeting on Enterprise Development Policies and Capacity-Building in Science, Technology and Innovation (STI) which held in Geneva from the 19th to 21st of January, 2011

Mr. Peter Bamkole attended the 6th Global Business Schools Network Annual Conference which held at IPADE Business School, Mexico (June 20 – 22, 2011).

He co-facilitated the roundtable discussion on Social Entrepreneurship & Innovation.

Mr. Peter Bamkole also attended the Global Summit on Educating Entrepreneurs which held at the William Davidson Institute, University of Michigan from 16th – 17th June, 2011 and presented the following papers:

- *Goldman Sachs 10,000 Women* in Nigeria
- Customizing Programmes for Developing Economies
- Developing a Curriculum for SME Entrepreneurs in Emerging Markets



A session during the GEW Partners Meeting

Mr. Peter Bamkole attended the SME Toolkit Global Partner Conference which held in Colombo, Sri Lanka from May 30 – June 3, 2011. He was part of a high-level panel that discussed Partners Highlight and Strategy.

Mrs. Nneka Okekearu attended the Workshop for Africa Commission (a commission on effective development cooperation with Africa setup by the Danish Government) from 6th – 10th September, 2010. She spoke on Entrepreneurship Education in Nigeria.

Ms. Lola Fayomi attended the SME toolkit Global Partner Conference in Sri Lanka 20th May -3rd June 2011 where she presented two papers on *Leveraging the Social Media* and *SME Toolkit Training & Workshop Programme*.

Mr. Peter Bamkole, Mrs. Nnenna Ugwu and Ms. Adeola Osinaike attended the 3rd Bi-Annual Pan-African Women Inventors & Innovations Conference (PAWINN) in Abuja from the 2nd-4th November, 2010.

Other Major Activities

Global Enterprise Week (GEW)

For the first time since the inception of the Global Entrepreneurship Week (GEW) - a global initiative to promote and support creativity, innovation and entrepreneurship across the world - EDC was amongst the partner institutions that led the campaign in 104 countries around the world in 2010. The GEW-Nigeria campaign was built around the "7 Days of GEW".

With the support of Classic FM, EDC provided the listening audience the opportunity to learn about entrepreneurship, policies that are driving it in Nigeria, Access to Finance and all other related aspects throughout the week.

In addition, Con-edge Limited supported the first day of the week with a Lean Transformation workshop. The workshop exposed SMEs to a methodology that helps them become operationally efficient.

Other events that celebrated the GEW include:

- The SME Toolkit Nigeria Conference
- The Social Sector Dialogue
- The "Rags to Riches" Conference by one of our partners – Chike Okoli Centre for Entrepreneurial Studies, Awka, Anambra State



...during the LEAN Transformation Workshop which was part of the GEW

Round Table Discussion with Google Director

One area of concern for small businesses in Nigeria is "Business-to-Business collaboration". In order to address this concern, Google and EDC, Pan-African University organized a round table session of selected entrepreneurs with varied professions within the EDC network and SME Logic Club members from the Lagos Business School, Nigeria to discuss the factors contributing to the inability of companies to collaborate and build sustainable businesses in Nigeria.



Panelists at the Social Sector Dialogue

Social Sector Dialogue

EDC's 1st Social Sector Dialogue was held on December 1, 2010 at the Protea Hotel, Ikeja, Lagos. Its theme was 'Enabling the Nigerian Social Sector'.



Participants at the Social Sector Dialogue

This dialogue, is an initiative of graduates of EDC's Transformational Leadership/Social Sector Management Programme (SSM).

The event brought together over 130 stakeholders from the social space, academia and media, including 30 graduates of the SSM programme.

The Social Sector Dialogue was sponsored by the NNPC/Chevron Joint Venture Nigeria and the Etisalat CSR Centre of the Lagos Business School.

Celebrating Entrepreneurship

This was the Grand Finale that rounded up all EDC's events for the year 2010. With over 300 attendees, it brought together friends, collaborators and alumni of EDC and provided an opportunity to say thank you.

The event which took place at The Civic Centre, Victoria Island, Lagos on the 10th of December, 2010 also had the graduating students in attendance.



Alumni and guests at the Celebrating Entrepreneurship Dinner

Help to other universities and institutions

Under the Federal Government and British Council programmes, EDC is providing support to over 30 institutions of higher learning in the areas of enterprise support and SME development.



Participant interaction is an important means of learning in the EDC

Notable Guests

Dorothy Tuma, *Export Consultant with ITC*

Mora McLean, *President & CEO, Africa-America Institute*

Jenny Everet, *Associate Director, Aspen Network of Development Entrepreneurs (ANDE)*

Frank Nweke Jr., *DG, Nigeria Economic Summit Group*

Dennis J. Didonna, *Director of Business Development and Operations, Enterprise Finance Lab, Harvard Kennedy School*

David Higgs, *the Country Director of British Council in Nigeria*

Amir Ramzan, *Deputy Director, British Council in Nigeria*

Divya Chantruvedi, *Adjunct Innovator at Center for Creative Leadership*



Award of Certificates to participants of one of the Training of Trainers programmes ran by the EDC

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