PRME
an initiative of the
United Nations Global Compact

2025 Sharing Information on Progress **(SIP) Report**

Lagos Business School

October 2025

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.

> *The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

Principles of PRME

Purpose
We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Values
We place organizational responsibility and accountability to society and the planet at the core of what we do.

Teach
We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

Research
We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

Partner
We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Practice
We adopt responsible and accountable management principles in our own governance and operations.

Share
We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.

Getting Started

This section provides foundational information about Lagos Business School, including key details and basic institutional data.

Mission

Lagos Business School is a community of people committed to creating and transmitting management and business knowledge based on a Christian conception of the human person and of economic activity relevant to Nigeria and Africa at large. We strive to be a world-class business school which will have a significant impact on the practice of management.

Vision

Developing responsible leaders to inspire Africa's growth

Strategy

LBS's Strategic Intent 2021 - 2025 (Narrative)

LBS aims to be widely recognised as the business school with the greatest impact on the knowledge and practice of management in Africa. This implies that LBS's teaching, research and engagements will be aimed at enhancing its capabilities in the development of responsible leaders who have the skills and expertise required for solving Africa's business, economic, social and institutional challenges.

Sustaining LBS's Growth in the Future
In the last ten years, the school's emphasis has been on growth and market engagement. This new plan now aims to leverage on the accomplishments of the past, lead in the design and delivery of leadership programmes that leverage digital innovation and enhance the school's overall reach as the leading business school in Africa. This plan will help the school focus on the capabilities and resources it requires to achieve the new goals indicated here in meeting Africa's leadership and workforce needs in the next five years. We shall continuously review our curricula and also innovatively adopt new delivery mechanisms utilising digital and face-to-face platforms.

Strategic Plan Priority Areas

Executive Education – The school will focus very intently on building capabilities of the Faculty and Executive Education team in designing and delivering compelling online and classroom-based programmes that will meet the leadership and learning aspirations of individuals and the various corporates we serve.

Faculty – Faculty development will remain a cardinal focus area for the school. The school shall also make investments in increasing faculty knowledge, expertise and exposure

Information and Communication Technology (ICT) – ICT will remain a critical enabler as the world of work evolves, and organisations begin to embrace remote learning and engagement. We shall enhance the capacity of our systems to deliver on the goals and aspirations of the school across all the pillars using technology

Research – Research will continue to inform the school's teaching as the knowledge that is brought to leaders in online and offline class settings shall remain driven by research and shall be geared towards identifying practical solutions to their business challenges.

Alumni Engagement – We shall create a post-LBS experience that is both rewarding and engaging for Alumni. We shall strive to keep alumni actively engaged and willing to contribute financially and materially to the growth and development of the school.

Culture and Governance – Our culture has remained a key differentiator in this market. We shall strengthen our culture and ensure that we identify different ways of re-emphasising our core values. LBS welcomes and encourages a wide pluralism of views and methods. Decisions are taken in a collegiality manner as we carry out our mission, however, LBS wants to ensure a basic coherence among all the aspects of the School so all governance processes are underpinned by the institution Values and Christian Identity.

1 - Summary of LBS Strategy 2021 - 2025 View document Download document

Strategy Alignment

Strategy Alignment

Lagos Business School's approach to sustainability is to build on its strengths and history as a leading and reputed business school in Africa. We embrace and demonstrate an expanded definition/vision of sustainability that pursues the improvement of the human condition and the advancement of responsible management education. This will be achieved through respect for all members of the community, social justice, diversity and inclusion, work-life balance, workplace and campus safety, and wellness.

LBS's strategic priorities directly align with advancing sustainable development, the common good for society and quality education. Through curricula, research, and partnerships engagements that emphasise ethical leadership, responsible management and sustainability. The various programmes and activities at the school also advance the UN Sustainable Development Goals (SDGs), Africa Agenda 2063 Goals and Responsible Business and Management. Specifically, our efforts are strongly aligned with:

SDG 2 (Zero Hunger) & Africa Agenda 2063 Goal 3 (Healthy and Well-nourished Citizens) and Goal 5 (Modern Agriculture for Increased Productivity and Production): Lagos Business School contributes to food security and agricultural transformation through its Agribusiness Management Programme(AgMP) and the Nigeria Cassava Investment Accelerator (NCIA). The NCIA, a strategic initiative hosted at LBS, is designed to catalyse investments in Nigeria's cassava value chain; accelerating industrialisation, improving productivity, and strengthening rural economies. The AgMP at LBS equips agribusiness managers, financial sector leaders, investors, policymakers, farmers, value-chain actors, and agri-tech innovators and value-chain stakeholders with the strategic, technical and leadership skills to accelerate value-added agriculture, promote inclusive growth and advance sustainable food systems in Africa.

SDG 4 (Quality Education) and Africa Agenda Goal 2 (Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation): By providing world-class, accessible management education tailored to African contexts.

SDG 8 (Decent Work & Economic Growth) and Africa Agenda Goal 4 (Transformed Economies): By equipping leaders and entrepreneurs to foster inclusive and sustainable business practices through all degree and executive programmes. Additionally we advance the development outcomes through the Bank of Industry-Business Innovation Accelerator, the LBS Retail Academy, and the LBS HR Academy. Additionally, the Sustainable and Inclusive Digital Financial Services (SIDFS) initiative champions financial inclusion and digital transformation for underserved populations. Through research, advocacy, policymaker capacity building, and industry collaboration, SIDFS strengthens the ecosystem for inclusive finance. Its Product Innovation Lab supports the creation of financial solutions for the unbanked, while its Community of Practice promotes knowledge exchange and best practices across stakeholders.

SDG 13 (Climate Action) and Africa Agenda Goal 7 (Environmentally sustainable and climate resilient economies and communities): Through the LBS Sustainability Centre, we are combining theory and practice on sustainability, building leadership skills and supporting constructive dialogue and collaboration between business, government, civil society and academics to find solutions to critical sustainability challenges through business. Additionally, through our membership of the Business Schools for Climate Leadership (BS4CL) Africa initiative, we engage faculty and institutions across Africa to embed climate change responses and sustainable business practices into curricula, research, and outreach. BS4CL strengthens our collective capacity to drive climate action through management education and foster resilient, low-carbon economies.

SDG 16 (Peace, Justice & Strong Institutions) and Africa Agenda Goal 16 (African Cultural Renaissance is pre-eminent): By promoting ethics, good governance, and responsible leadership in all aspects of learning and practice through the Christopher Kolade Centre for Business Ethics, the LBS Family Initiative and the LBS Public Sector Initiative.

SDG 17 (Partnership for the Goals) and Africa Agenda Goal 19 (Africa as a Major Partner in Global Affairs and Peaceful Co-existence): Through our local and global partnerships, we mobilise the critical resources, knowledge and action needed to make progress across the SDGs. Some partnerships at LBS include: Our Sustainable and Inclusive Digital Financial Services Initiative (SIDFS) initiative, which Partners with the Gates Foundation to drive financial inclusion for underserved populations in Nigeria. Our LBS Sustainability Centre- partners with Nestle Nigeria PLC to deliver the Advancing Nutrition, Health and Environmental Awareness programme for media professionals in Nigeria, the Centre also partners with Ford Foundation to elevate the competencies of nonprofit professionals to deepen social impact and drive socio-economic development in Nigeria. Our LBS Business Innovation Accelerator (BIA) partners with the Bank of Industry (BOI) to equip SMEs with the skills, support and structure they need to growth their businesses.

LBS Partners Nigeria FG, As NCIA Sparks Dialogue on Cassava Investment, Industrialization at World Cassava Day 2025 -https://www.thisdaylive.com/2025/07/08/ncia-sparks-dialogue-on-cassava-investment-industrialisation-at-world-cassava-day-2025-2/

Institutional History

LBS Institutional History

Lagos Business School (LBS), the graduate business school of Pan-Atlantic University, was established in 1991 with the vision of providing world-class management education relevant to the African context. From inception, LBS has emphasised ethics, professionalism, and service to society, principles that continue to define its unique identity.

Key milestones in LBS's journey towards the adoption of Responsible Management Education (RME) include:
1991 – Establishment: LBS was founded with a strong ethical orientation, embedding values of integrity, professionalism, and social responsibility into all programmes.

2002 – Pan-Atlantic University Integration: LBS became the graduate business school of Pan-Atlantic University, reinforcing its commitment to academic excellence and values-driven education.

2007 – Global Recognition: LBS became the first business school in West, East, and Central Africa to be listed in the Financial Times Executive Education ranking, positioning it among the leading institutions globally.

2010 – PRME Signatory: LBS joined the Principles for Responsible Management Education (PRME) initiative, formalising its long-standing commitment to advancing sustainable development and responsible leadership in Africa.

2016 – Champion Role: LBS was selected as a PRME Champion School, highlighting its leadership in embedding sustainability and ethics in management education across Africa.

2017 – SDG Integration: The School began explicitly aligning teaching, research, and outreach with the UN Sustainable Development Goals (SDGs), producing research, cases, and capacity-building programmes on sustainability, social impact, and inclusive growth.

2020 – Digital and Sustainability Expansion: LBS expanded its portfolio of executive education to include sustainability leadership, responsible business, and digital transformation in Africa.

2021 onwards – Thought Leadership in RME: Faculty research, case studies, and collaborations increasingly emphasised sustainability, ethics, and governance, positioning LBS as a thought leader in responsible management in Africa and Global emerging markets.

Over the years, our leadership and faculty members have played pivotal roles in embedding UNPRME, ethics and sustainability at the heart of LBS's mission.
Today, LBS continues to shape Africa's management practice by integrating responsibility, sustainability, and ethics into its curriculum, research, partnerships, and institutional culture; fully aligned with the Principles of PRME.

Graduates & Enrollment

2024 Statistics	Number
Graduates	140
Faculty & Staff at the University	353
Faculty & Staff at the Institution	407
Student Enrollment at the University	907
Student Enrollment at the Institution	381

2024 Statistics	Number
Masters-Level Postgraduate Attendance	231
Doctoral Student Attendance	43
Certificate, Professional Development, or Continuing Education Attendance	1586

Degrees Offered

Masters Programs

- Master of Business Administration (M.B.A.)

Doctoral Programs

- Doctor of Business Administration (D.B.A.)

Masters Degree Programmes

- Master of Business Administration (MBA)

Postgraduate Degree Programmes

- Doctor of Business Administration

Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment

Renewal of Commitment to the UN Principles of Responsible Management Education

Dear PRME Secretariat,

Our call to action at Lagos Business School is to be a *Citadel of Excellence*, and to achieve this vision, we will (1) Elevate Academic Excellence, (2) Foster Innovation and Entrepreneurship, (3) Strengthen Global Partnerships, and (4) Drive Social Impact. At LBS, our mission goes beyond academia; it is about transforming lives and, by extension, society. As Dean in this first year of my tenure, I especially acknowledge the exceptional leadership of my predecessors, whose stewardship has positioned LBS as a global leader in management education. Their achievements in academic quality, ethical grounding, and international recognition provide a strong foundation on which we continue to build.

Over the past year, LBS has advanced its impact in remarkable ways. We were ranked 47th globally and 1st in Africa in Custom Executive Education by the *Financial Times 2025 Executive Education Ranking*, while our Open Programmes ranked 49th worldwide. We were reaccredited by the Association of MBAs (AMBA) for 2024–2029, upgraded to the 4 Palms of Excellence League in Eduniversal's 2025 ranking, and continue to hold triple accreditation (AACSB, AMBA, AABS), a distinction shared by fewer than 5% of business schools worldwide. These recognitions affirm our position as one of Africa's premier business schools with strong global relevance. In May 2025, at the AABS Connect Conference in Cairo, we were awarded the honour of hosting the 2027 AABS Connect Conference, further cementing our leadership role in shaping Africa's management education landscape. This year, in June 2025, we also launched the Nigeria Chapter of the Climate Governance Initiative, serving as the host of the secretariat, which hopes to become a hub for advancing the linkage between corporate governance with climate action and sustainable business leadership.

Our faculty, centres and scholars continue to generate impactful knowledge and research publications like the white paper by the LBS Sustainability Centre themed 'Sustainable Finance: Opportunities in Emerging Markets,' Between 2024 - 2025, over 90 scholarly outputs, including journal articles, case studies, books, and policy reports, have been produced on topics and research questions that advanced responsible management thought leadership from Africa to the world. Institutionally, we are also living our values through our sustainability practices on campus, such as expanding solar-powered energy-efficient systems, reducing waste and plastics, digitising processes, and maintaining a green and eco-friendly campus.

Our commitment is reinforced at our monthly Beliefs & Values Day, which keeps ethics and responsibility central in our community and culture. LBS' values, expressed through CRISP (Community, Respect, Integrity, Spirit of Service, Professionalism), continue to shape the character of our graduates, alumni, and institutional culture. Through global and regional partnerships with governments, corporations, and civil

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society, we are tackling pressing challenges while preparing a new generation of leaders to build a more sustainable and just Africa.

As a signatory to the PRME since 2010, Lagos Business School has consistently embedded the ethical values, responsibility, and sustainability into its teaching, research, engagements and campus operations. We remain committed to these principles as we continue to advance leadership and management development in Nigeria and across Africa. Guided by our mission to develop responsible leaders for Africa and the world, we recognise that management education must not only prepare students for professional excellence but also for positive societal impact.

Our students, faculty and alumni continue to advance our values, strengthening partnerships with Nigerian and global stakeholders to address pressing social, economic and institutional challenges. In light of this, we are glad to share our progress, challenges, and lessons learned with the wider PRME community through this report. One of such partnerships is the launch of the Nigeria Chapter of the Climate Governance Initiative, with LBS as the host chapter secretariat.

I would like to express my immense gratitude to our staff (faculty and professional), students, executive participants and alumni for their steadfast commitment to our mission. Together, we will continue to advance the PRME Principles, strengthen responsible leadership, and contribute to building a prosperous, inclusive, and resilient Africa. In the content of this report, we share more details of Lagos Business School's progress on existing initiatives, new impact-focused engagement accomplishments, and partnerships.

Professor Olayinka David-West
Professor of Information Systems and Dean

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Definition of Purpose

At Lagos Business School, Purpose means advancing responsible management education that fosters ethical leadership and educating managers who will have significant positive impact on society. It reflects our mission to build leaders who create value through business and for society, while addressing Africa's challenges and contributing to the global common good.

Institutional Engagement

76% - 100% of faculty at Lagos Business School actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.

Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

How We Define Values

As a management development institution, we hold a position of trust and confidence with an ever-increasing number of participants, corporate clients and partners. There are core values we hold in the highest regard to ensure that we are worthy of our stakeholders' good faith. Our Values are expressed through CRISP — Community, mutual Respect, Integrity, Spirit of Service, and Professionalism. These principles guide our teaching, research, and daily interactions, ensuring that we develop leaders who combine business excellence with ethical responsibility and are poised for social impact and sustainable development.

Who Champions Responsible Management Education at Our Institution

- Interdisciplinary efforts across business school
- Research or issue group, society, or club leading sustainability efforts
- Senior leadership office
- Student contributor

Student Voices

The following narrative demonstrates how Lagos Business School has influenced students' academic journey and personal growth.

Student Voices (Narrative)

"As an MBA student at Lagos Business School, my understanding of business leadership has been transformed through the School's emphasis on responsible management education. Courses in ethics and sustainability challenged me to think beyond profit and consider the social and environmental impact of business decisions.
Through participation in Personal Social Responsibility (PSR) projects and sustainability-focused cases, I gained practical skills in designing business models that align with the UN Sustainable Development Goals (SDGs). These experiences not only shaped my academic journey but also influenced my career aspirations. I now see myself as a leader with a responsibility to create value for society and to drive positive change in Africa's business landscape."

— Ezinne Nwodo, MBA Student, Lagos Business School

Student Voice – Executive MBA Participant

“As an Executive MBA participant at Lagos Business School, I came with years of business experience, but the programme reshaped my perspective on leadership. The strong emphasis on ethics, corporate governance, and sustainability helped me to re-examine my organisation’s policies and implement more responsible practices.

Through learning modules on sustainable finance and inclusive growth, and peer discussions on Africa’s development challenges, I have gained insights that directly influence my executive decisions. Today, I lead with a clearer sense of responsibility, ensuring that profitability and social impact go hand-in-hand.”

Okechukwu Ohanta— Executive MBA Participant, Lagos Business School

Student Voice – DBA/Doctoral Researcher

"As a DBA researcher at Lagos Business School, my work is grounded in addressing Africa's unique social and environmental challenges. LBS's commitment to responsible management education has guided my research on sustainable supply chains, ensuring it contributes to both academic knowledge and real-world solutions.

The mentorship I receive from faculty committed to the PRME Principles strengthens my conviction that management research must drive societal progress. My doctoral journey here has positioned me not only as a scholar but also as a contributor to building a more sustainable Africa."

— Jonathan Ikeolumba, DBA Candidate, Lagos Business School

Student Awareness

51% - 75% of students at Lagos Business School are aware that we are a PRME Signatory Member.

Student Engagement

51% - 75% of students at Lagos Business School actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Values Voices

Value Voices (Narrative)

"At Lagos Business School, values are a lived reality for everyone in our community: faculty, staff, alumni, and partners. As faculty, I find that our classrooms are not only spaces for management education but also for shaping ethical leaders. Every lecture, case study, and discussion reinforces that business success must be grounded in responsibility and service to society."

— Dr Belinda Nwosu, Faculty Member, Lagos Business School

"As a member of staff, I appreciate the School's monthly Beliefs and Values Day, where we pause to reflect on the principles that guide our work. These sessions remind us that our roles go beyond administration — we are custodians of LBS's identity as a values-driven institution."

— Nwando Ivenso, Central Marketing, Lagos Business School

“As an alumnus, I carry with me the values instilled at LBS; community, mutual respect, integrity, professionalism, spirit of service and a deep sense of responsibility to my community. These values continue to shape how I lead in my organisation and society.”

— Ibrahim Adesoye, Alumnus, Lagos Business School and Head of Product, West and Central Africa, A.P. Moller Maersk

“As an industry partner of Lagos Business School, I have witnessed firsthand how the School’s commitment to values translates into action. Collaborating on executive education and sustainability initiatives, we have seen how LBS consistently emphasises integrity, inclusivity, and social responsibility. These values not only shape the leaders they train but also influence the organisations and communities they serve. Partnering with LBS assures us that we are working with an institution deeply committed to advancing responsible business and societal impact.”

— Tiekie Barnard, CEO, Shared Value Africa -

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

Celebrating Values (Narrative)

"At Lagos Business School, our Values are expressed through CRISP — Community, mutual Respect, Integrity, Spirit of Service, and Professionalism. LBS values are embedded in our mission and actively celebrated across academic and institutional community life.

- **Community: We foster a sense of belonging, collaboration, and support within our organisation and the communities we serve.**
- **Mutual Respect: We treat every individual with dignity, fairness, empathy, value diversity, and maintain a positive work environment.**
- **Integrity: We are honest, ethical, and accountable in all our actions and decisions.**
- **Spirit of Service: We are happy to go above and beyond to meet the needs of our customers, clients, and stakeholders.**
- **Professionalism: We maintain high standards of conduct, competence, and ethical behaviour in our work.**

These activities reinforce our identity as a values-driven institution, committed to shaping leaders who combine professional excellence with ethical responsibility and care for society."

— Emmanuel Etti, People and Culture Officer, LBS

Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

How We Define Teach

At Lagos Business School, Teach means equipping students and executives with knowledge, skills, and values that integrate ethics, sustainability, and responsible leadership into management and how business is run. Through case study method, experiential learning, and tech-supported instruction models we prepare leaders who can innovate responsibly, address Africa's challenges, and contribute to global sustainable development.

Courses that support RME

Lagos Business School reports 10 courses in 2024 that support responsible management education and sustainable development goals.

Business Ethics

| Business Ethics (BE)

This course explores the moral foundations of business decisions and corporate conduct. It examines fundamental ethical principles and the responsibilities of the firm toward key stakeholders; customers, investors, employees, and society. Students learn to integrate ethical reasoning into management practice, balancing profit with purpose and accountability.

The course equips students to recognise ethical issues early, make principled decisions, and lead with integrity. Many students report applying the frameworks learned in their organisations, fostering cultures of responsibility and accountability that align with global sustainability standards.

Corporate Financial Accounting

| Corporate Financial Accounting (CFA)

This course introduces students to the principles and practices of financial accounting, reporting, and analysis. It explores how business transactions are recorded and transformed into financial statements that inform decision-making. Students learn to interpret financial reports with integrity, transparency, and accountability, applying ethical considerations to financial management.

Students develop both technical competence and ethical sensitivity in financial reporting. Many report an increased appreciation for transparency and accountability as vital components of sustainable business practice. The course helps shape financially literate leaders who understand the moral and societal implications of their accounting decisions.

Data Analytics 1

| Data Analytics 1

This course equips students with analytical and quantitative tools for sound business decision-making under conditions of risk and uncertainty. Students learn to use data-driven insights, simulation techniques, and risk analysis to support strategic investment decisions while upholding ethical standards in data collection, interpretation, and application.

The course enhances students' analytical thinking and data literacy, enabling them to make informed and responsible business decisions. It cultivates integrity in data handling and a deep appreciation for the role of ethical analytics in sustainable management and innovation.

Digital Business and Technology Management

| DBTM

This course examines how organisations leverage digital technologies to drive transformation, innovation, and sustainable value creation. It focuses on the managerial and strategic aspects of digital business, equipping students to evaluate, implement, and govern digital initiatives that align with ethical principles and long-term business objectives.

Students gain a holistic understanding of digital transformation beyond technology; learning to align innovation with ethical governance and responsible leadership. Graduates emerge as digitally literate managers who can lead transformation initiatives that enhance business performance while promoting inclusivity and sustainability.

Economic Environment of Global Business

| EEGB

This course provides a comprehensive understanding of the microeconomic and macroeconomic forces that shape business decisions and global competitiveness. Students explore how markets function, how policies influence business environments, and how responsible leaders can make sound economic decisions that promote inclusive growth and sustainability.

Students develop a strong grasp of how economic dynamics affect business decisions and societal outcomes. The course nurtures analytical and responsible leaders who understand how business can influence and respond to economic challenges to foster inclusive and sustainable growth.

Entrepreneurship

| ENT

This course equips students with the mindset and skills to identify, evaluate, and execute value-creating opportunities responsibly. It explores the entrepreneurial process, from idea generation to business planning and growth, emphasising innovation, ethical decision-making, and sustainability as foundations for long-term success.

Students emerge as innovative and socially responsible entrepreneurs capable of building sustainable ventures. The course inspires them to view entrepreneurship not just as profit generation but as a vehicle for societal transformation, ethical leadership, and inclusive growth.

Introduction to Financial Management

| FIN 1

This course introduces students to the key principles of financial management and corporate finance. It covers financial analysis, forecasting, working capital management, investment appraisal, and sustainable growth. Students learn to make sound financial decisions that balance profitability with responsibility and long-term value creation.

Students develop the financial literacy and analytical skills needed to make informed and responsible financial decisions. The course encourages ethical judgment, financial discipline, and a sustainability mindset, preparing future leaders to manage resources prudently for long-term impact.

International Business Management

| International Business Management

This course examines the global environment in which businesses operate and equips students with the analytical and strategic skills to manage multinational enterprises responsibly. It explores international trade, foreign direct investment, global finance, and cross-cultural management, emphasizing how ethical decision-making and sustainability shape successful global strategies.

Students gain a nuanced understanding of how businesses operate across borders while remaining accountable to society and the environment. The course prepares them to become globally minded leaders who design strategies that balance profitability, ethical responsibility, and sustainable impact.

Strategic Management

| SMGT

This course develops students' ability to think and act strategically in complex and dynamic business environments. It introduces frameworks for value creation, competitive advantage, and strategy execution while emphasising responsible leadership, ethical decision-making, and long-term sustainability in corporate strategy.

Students develop a strategic mindset grounded in ethical reasoning and sustainability. They learn to design strategies that balance profitability with long-term societal and environmental impact, preparing them to lead responsibly in global and emerging markets.

Introduction to Marketing Management

| MKT

This course provides students with a deep understanding of the principles and practices of marketing management. It explores how organizations create, communicate, and deliver value responsibly to customers and society. Students learn to apply marketing strategies that drive business growth while upholding ethical standards and contributing to sustainable development.

Students gain the ability to make marketing decisions that balance profit with purpose. They develop ethical sensitivity, strategic thinking, and a sustainability mindset; equipping them to design and implement marketing strategies that drive both business success and social good.

Educator Recognition

At Lagos Business School, we recognize educators for quality of teaching in the following ways:

- Course evaluation scores
- Faculty promotion and tenure consideration
- Institutional recognition events
- Professional development opportunities
- Publication or research support

Teaching Voices

The following statements demonstrate ways in which educators at Lagos Business School support sustainability and responsible management in their classrooms.

Teaching Voices- Teaching with music

One of my innovative ways of teaching adults at the Lagos Business School is using music. The music could be played first thing before the class, to set the tone and to get the participants relaxed. It could be played as an interlude to break the monotony of learning and refocus participants on the learning. This could evoke happiness, joy, calmness, or other positive emotions, re-disposing the participants to learning, especially if the music is soothing. Music could also be played at the end or just before the end of the class to serve as a call to action and to bring together the main ideas shared in class.

The music to be used in class must be carefully selected to achieve the learning purpose. Most of the time, but not always, the music must convey a clear message that makes the learning points clearer and more enduring. Many participants have confessed that they remember the lesson when they remember the music. Therefore, the music must connect the students to the learning. A few times, the music is played to relax the participants and make them more receptive to learning.
Music could also help calm the nerves of the teacher, especially before an intimidating audience. I have used this to calm my nerves and make me more relaxed to embark on the teaching assignment."

— Henry Onukwuba, Faculty, LBS

Teaching Voices-

"At Lagos Business School, our faculty continuously innovate to ensure that students are not only exposed to theory but also equipped to solve real-world sustainability challenges.
One of our approaches is the case study method, with LBS faculty writing African-focused cases that highlight ethical dilemmas, social impact, and responsible business practices. These cases allow students to grapple with decisions that balance profitability with accountability to society and the planet.
Our experiential learning pedagogy also ensures that students engage directly with communities and organisations. For example, sustainability projects and field immersions enable them to apply classroom concepts to pressing challenges such as waste management, financial inclusion, and gender equity.
Additionally, faculty integrate SDGs across courses by embedding modules on ESG reporting, responsible finance, and inclusive leadership. This multidimensional approach ensures that our graduates leave not just as managers, but as responsible leaders prepared to address urgent challenges confronting the region and the globe."

— Chinwe Ajene-Sagna, Faculty, Lagos Business School -

Fostering Innovation

To a great extent
Teaching and learning at our institution strongly foster innovation.

Experiential Learning

To a great extent
Teaching and learning at our institution strongly encourage experiential learning.

Learning Mindset

To a great extent
Teaching and learning at our institution strongly promote a lifelong learning mindset.

Method of Teaching and Learning

Hybrid
Combination of in-person and virtual learning methods.

Barriers to Innovative Curriculum

In 2024, Lagos Business School identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Budgetary limitations
- ❖ Curriculum inertia
- ❖ Overloaded faculty
- ❖ Time constraints
- ❖ Industry misalignment

Barriers to Innovative Pedagogy

In 2024, Lagos Business School identified the following barrier to innovating, updating, or taking risks in existing pedagogy:

- ❖ Resource constraints

Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

At Lagos Business School, Research means generating rigorous, context-relevant knowledge that advances responsible management and sustainable development. Through faculty scholarship, collaborative projects, and engagement with business, government, and society, we produce insights that inform practice, influence policy, and shape leaders to address Africa's and the world's challenges.

Research vs Research for RME/Sustainable Development

14 Peer-reviewed articles were published by Lagos Business School from this past calendar year.

vs

6 Peer-reviewed articles were published by Lagos Business School from this past calendar year in support of RME.

Research Funding

In 2024, Lagos Business School was awarded funding for research that is:

- **Local**
- **Institution Specific**
- **International**
- **National**
- **Regional**

Socializing Research

In 2024, Lagos Business School contributed research findings to:

- Open-access platforms
- National media
- Local media
- Industry and business networks
- Government and policy makers
- Community organizations

Research Projects

In 2024, Lagos Business School reported 1 research project that implemented responsible or sustainable activities.

Sustainable Practices in Nigeria's Mass Transportation: Exploring Resources Allocation, Social Equity, and Government Policies

Period Covering: August, 2025 - August, 2025

Department: Research

This study explored the operations of mass transportation businesses in Nigeria that engage in inter-state trips and evaluated their sustainability based on resource efficiency and social equity. The study also delved into the role of government in mass transportation. This study adopted a qualitative approach. Seven mass trans-portation companies were selected using purposeful sampling, using the size of their operations as a selection criterion. Semi- structured interviews were conducted with terminal operators while the interview data was analyzed using thematic analysis.

Research Voices

The following statement demonstrates a way in which researchers at Lagos Business School bring sustainability and responsible management into their research.

Research Voices (Narrative)

"At Lagos Business School, research is not carried out in isolation but in close collaboration with partners that enrich its relevance and impact. The Lagos Business School Sustainability Centre works with international development agencies, foundations, and corporations to generate actionable insights on sustainability, responsible leadership, and inclusive growth.
Applying significant impact research enables the School to deliver an effective learning experience and support the solving of social and institutional business problems in Africa. These collaborations ensure that research outcomes are translated into practice, influencing both business and policy.
LBS also partners with government institutions and civil society organisations on projects that address governance, social entrepreneurship, financial inclusion, and climate resilience. By engaging with industry networks, think tanks, and community organisations, the School ensures that its research directly informs the decisions of those shaping Africa's future.

Through these partnerships, Lagos Business School reaffirms its mission to produce knowledge that is both academically rigorous and socially impactful, advancing responsible management education across Africa and beyond."

-Adebayo Ajao, Research Manager, LBS

Research Barriers

In 2024, Lagos Business School identified the following barrier to conducting research related to sustainability and/or responsibility:

- ❖ Funding challenges

Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Institutional Partnerships

- AACSB (Association to Advance Collegiate Schools of Business)
- EFMD (European Foundation for Management Development)
- AMBA (Association of MBAs)
- Financial Times
- Association of African Business Schools

Student Organization Partnerships

- PRME Global Students
- Sustainable Development Solutions Network (SDSN) Youth

Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at Lagos Business School support sustainability and responsible management education.

Partner Voices (Narrative)

Our partners affirm the value of collaboration with Lagos Business School in advancing responsible management and sustainability.

Corporate partners highlight the School's role in shaping business practices. "Through LBS education and knowledge exchange programmes like the annual Sustainable Finance Summit, our managers and customers better integrate ESG principles into their strategy and operations which helps us deliver on our annual ESG and sustainability aspirations."

— Tosin Leye-Odeyemi, Head, Sustainability, Risk and Capital Management, Stanbic IBTC Holdings Plc

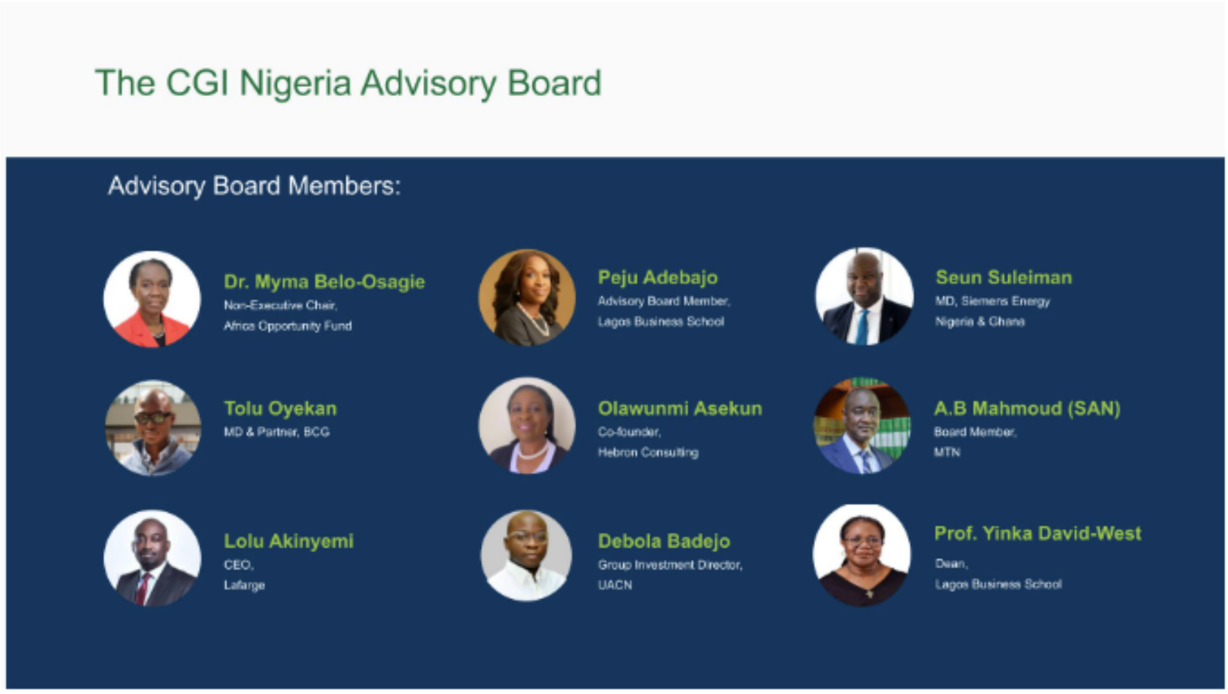
Flagship Project: Co-hosting the annual Sustainable Finance Summit, which convenes CEOs and policymakers in the financial services sector to align corporate strategy on sustainable finance with the SDGs. Please see the inaugural edition held in September 2024.

LBS is a leading voice in driving collective action and industry support ecosystems. LBS Sustainability Centre serves as the host organisation to the Nigeria Chapter of the Climate Governance Initiative (CGI).

The official launch of the Climate Governance Initiative (CGI) Nigeria was held on Monday, June 23, 2025. The virtual convening brought together over 289 participants, including corporate leaders, regulators, development institutions, and representatives from international CGI chapters from the UK, South Africa, Kenya, and Egypt, to open a new chapter not just for CGI Nigeria, but for Nigeria's climate action and governance efforts. At the launch event, Olawunmi Asekun, Executive Director, CGI Nigeria, introduced the chapter's vision and structure, emphasising its commitment to equipping board leaders with the tools, peer network, and insights needed for effective climate and nature governance. She noted that CGI Nigeria operates through an Advisory Board and Steering Committee, the Nigerian secretariat is hosted by Lagos Business School, and invited directors across sectors to actively engage and apply for membership.

"We're thrilled to have Nigeria join this passionate, powerful family of climate-conscious board members. This is your moment to lead." She introduced the Eight Principles of Effective Climate Governance, developed in collaboration with the World Economic Forum, and outlined resources available to members. She added, " Everything in our network is shared. You'll have access to toolkits, events, learning platforms and global insights tailored for boards, and built for impact."

— Julie Baddeley, Chair, Chapter Zero Alliance- CGI Global



Chapter Supported By

Launch Supported By

Civil society organisations and development agencies, such as the Ford Foundation, commend the School's research and sustainable development focus beyond the classroom. "LBS research has helped us co-design solutions that create measurable social impact through the Ford Foundation-sponsored Innocent Chukwuma Social Impact Chair and Fellowship (ICSICF) and Non-Profit

Leadership and Management (NPLM) Youth Academy programme that focuses on elevating the leadership and management skills of young nonprofit professionals to help them better contribute to sustainable development of the continent by bettering social impact."

— Oumar N'diaye, Programme Officer, Ford Foundation, West Africa

Flagship Project: Partnership in delivering the Nonprofit Leadership and Management (NPLM) Youth Academy Programme, which improves competencies. Research and training on non-profit management, grant writing, financial management, and social entrepreneurship, empowering nonprofits and local communities with sustainable business solutions.

Government agencies recognise LBS as a trusted knowledge partner. "Working with LBS has strengthened our sustainability policy frameworks and enhanced leadership capacity across all levels in our organisation, which has helped us improve our competencies to better deliver on our mandate."

— Mrs Bola Adewumi, Head of Lagos State Waste Management Authority (LAWMA) Academy, Training and Development

Flagship Project: Building Youth and Enterprise Leaders' Capacity in the circular economy and environmental conservation practice, and executive training for policy leaders and regulators to drive policy alignment, industry growth and sustainable business practices in waste management for public sector leaders.

Student and youth-focused collaborations also affirm LBS's impact. "Sustainable Development Solutions Network (SDSN) Nigeria's partnership with LBS in delivering the annual Conference of Youth on Environment and Climate (COYEC) empowers young leaders to develop real-world solutions to climate and sustainable development challenges"

— Emmanuel Ola-Olowoyo, United Nations Sustainable Development Solutions Network (SDSN Nigeria) Network Coordinator

Through these voices and collaborations, Lagos Business School's mission to inspire responsible leadership and create knowledge with impact is continuously reinforced, demonstrating the strength of partnerships in driving the SDGs in Africa and beyond.

Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

At Lagos Business School, Practice means embedding responsibility and sustainability into purpose, programmes and culture of the institution through governance and management processes across our operations. From energy-efficient campus management to quality management policies and ethical standards and values of the school, we model the values we teach serving as a real life case study of responsible management.

Institutional Policies and Practices

- Accreditation body recommendation documents
- Buildings/real estate
- Employee equity, diversity, inclusion
- Curriculum guidelines
- Ministry of education recommendation documents
- Sustainability strategy or strategic plan (school or university level)
- Monthly Beliefs & Values Day reinforcing ethics and responsibility for staff and students

Policy Documents Related to RME and/or Sustainability

LBS Training Policy.docx (1)	View document	Download document
LBS Quality Policy (1)	View document	Download document

Practice Voices

The following statement from stakeholders at Lagos Business School demonstrates our commitment to sustainable and responsible practices.

Practice Voices

At Lagos Business School, the Practice Principle is embodied not only in academic policies but also in the daily commitment of our internal stakeholders.

Head of Operations: “Our goal is to ensure that sustainability is integrated into every aspect of campus operations—from energy use to water management—so that our facilities reflect the responsible leadership we teach.”

—Ademola Arimolade, Head, Operations, LBS

Facilities and Energy Services Team: “We have introduced solar-powered energy-efficient systems, reduced paper use through digitisation, and eliminated single-use plastics to further strengthen our waste management processes, helping the School lower its environmental and carbon footprint.”

—Innocent Aisuan, Facility Manager, LBS

Groundskeeping and Maintenance Staff: “We are proud to maintain a green and eco-friendly campus. Our recycling efforts, energy-efficient solar-powered campus and green landscape contributes to a healthy and inspiring learning environment.”

— Paul Anobia, Head of Maintenance, LBS

Administrative Staff: “Through monthly Beliefs & Values Day, we are reminded to model integrity, service, and professionalism in our work—values that extend to sustainability practices within our offices.”

— Patricia Iloba, Director, Administration, LBS

These voices illustrate how sustainability is embedded across operations, reinforcing that responsible management at Lagos Business School goes beyond the classroom into everyday practice.

Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

How We Define Share

At Lagos Business School, Share means transparently communicating our successes, challenges, and lessons on sustainability and responsibility with internal and external stakeholders. Through reports, research, media, and partnerships, we foster collective learning, amplify impact, and inspire collaborative action within our community and across global networks.

Engagement Opportunities

Lagos Business School offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- Boards and advisory committees
- Annual reports
- Community events and consultation forums
- Feedback mechanisms (e.g., surveys, suggestion boxes)
- Partnerships with local organizations
- Public events and panel discussions
- Sustainability-focused research and collaboration Opportunities

Communication Audiences

Lagos Business School communicates its policies and progress on sustainable development and responsibility with:

- Accreditation bodies
- Alumni and donors
- Boards and advisory committees
- Business and industry partners
- Faculty and staff
- Media and public relations channels

Sharing Voices

The following statement from stakeholders at Lagos Business School demonstrates our commitment to sharing and learning from sustainability and responsible management practices.

Sharing Voices

Sharing Voices (Narrative):

At Lagos Business School, transparent communication is central to our culture of accountability.

Communications & Public Relations (Central Marketing Team): “We actively share the School’s progress on sustainability through press releases, social media, newsletters, and global rankings platforms. By telling our story, we amplify our impact and inspire wider adoption of responsible business practices.”

— Nwando Ivenso, Central Marketing

Sustainability Centre Communications: “We document and publish reports, case studies, and impact stories that showcase faculty research, student projects, and community partnerships. These outputs are shared across academic networks, NGOs, and policy platforms.”

—Abam Inyang, Partnerships and Communications, LBS Sustainability Centre

Faculty and Programme Directors: “We engage alumni, corporate partners, and executive participants through seminars and public lectures where we reflect openly on successes, challenges, and lessons learned in advancing responsible management.”

—Prof Uchenna Uzo, Faculty Director, LBS

These voices demonstrate that sharing knowledge, experiences, and lessons learned is not only a practice at LBS; it is a responsibility to the broader business community we serve.

Communication Barriers

Lagos Business School faces the following barriers in transparent communications:

- **Engagement gaps**
- **Media visibility**

SIGNATORY

Lagos Business School

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