

LAGOS BUSINESS SCHOOL
Global Network Advanced Management (GNAM) Week
October 2026

Title: Innovation without blueprints: Entrepreneurship and skills development in Africa

Course Overview

Resource constraints are typically viewed as barriers to business success and workforce development. This intensive five-day Global Network Week flips that narrative, examining how Nigeria's economy has produced remarkable entrepreneurs, including unicorns.

Through immersion in Lagos (Nigeria), one of Africa's largest economies and a crucible of Africa's tech giants, MBA participants will explore how entrepreneurs succeed despite limited capital, weak infrastructure, and policy/regulatory uncertainties. From informal apprenticeship systems producing millions of thriving business owners, to fintech unicorns built on mobile-first platforms, manufacturing clusters and other tech startups solving problems for the next billion users, Nigeria, like most emerging markets, demonstrates that constraints can drive creativity. This course equips participants with innovative solutions to business challenges in any context.

Learning Objectives

By the end of the GNAM week, participants will be able to:

- Analyze how resource constraints drive innovation in business models, operations, and workforce development
- Apply constraint innovation frameworks (frugal innovation, reverse innovation) to business venturing
- Evaluate informal apprenticeship and entrepreneurship systems for principles transferable to formal contexts
- Design low-cost, high-impact training and entrepreneurship programs that can work anywhere
- Build business resilience strategies applicable to uncertain and volatile operating environments

Target Participants

This course is designed for MBA students interested in:

- Emerging market strategies and operations
- Innovation management and disruptive business models
- Entrepreneurship and new venture creation
- Technology and digital transformation for underserved markets
- Corporate venturing and intrapreneurship

Why Lagos Business School (LBS)?

LBS is one of the top tier business schools in Africa and is ranked No.1, for MBAs in Africa :

- Nigeria is one of Africa's largest economies
- Home to four tech unicorns (Flutterwave, Paystack, Interswitch, Andela)
- 5+ million apprentices learning skills without formal classrooms or structured curricula
- 110%+ mobile phone penetration enabling leapfrog digital solutions
- Informal economy comprising 80%+ of employment, yet generating substantial wealth

Participant Deliverables

- Constraint Analysis: Mapping of resource constraints in chosen business context and identification of innovation opportunities
- Innovation Strategy: Business or workforce development model designed specifically for resource-limited environment
- Informal-to-Formal Translation: Framework extracting principles from informal systems and applying to formal business challenges
- Leapfrog Strategy: Technology adoption plan that skips traditional infrastructure
- Resilience Playbook: Operating procedures for navigating uncertainty and volatility

Faculty and Practitioners

- This GNAM week at LBS brings together, Faculty and industry practitioners, including Tech startup founders demonstrating leapfrog innovations