

NALB 5.0 CASE STUDY BRIEF

1. Please identify with a group based on the colour of your tags
2. Select a group leader among yourselves
3. Check for the corresponding case study for your group based on the colour of your tag

| S/N | Tag Colour | Case |
|-----|----------------|---------|
| 1. | Yellow | Case 1 |
| 2. | Black | Case 2 |
| 3. | Blue | Case 3 |
| 4. | Green | Case 4 |
| 5. | Orange | Case 5 |
| 6. | Red | Case 6 |
| 7. | Wine/ Burgundy | Case 7 |
| 8. | Purple | Case 8 |
| 9. | Grey | Case 9 |
| 10. | Gold | Case 10 |

YELLOW- CASE 1

Case: How Churchill led Great Britain to Victory in WWII

Sir Winston Leonard Churchill, was a British statesman, soldier, and writer who served as Prime Minister of the United Kingdom from 1940 to 1945, during the wake of the Second World War, and again from 1951 to 1955. Winston Churchill was one of the best-known and, some say, one of the greatest statesmen of the 20th century. Though he was born into a life of privilege, he dedicated himself to public service. His legacy is a complicated one: he was an idealist and a pragmatist; an orator and a soldier; an advocate of progressive social reforms and an unapologetic elitist; a defender of democracy – especially during World War II – as well as of Britain’s empire. But for many people in Great Britain and elsewhere, Winston Churchill is simply a hero. He won the Nobel Peace Prize in 1953 for his six-volume history of World War II. He performed so poorly in school, he decided to head off to a military school in 1893.

During his first tenure as Prime Minister during World War II, his first duty was to set up a war office, and he created a strategy with the limited resources they had to face Hitler’s army.

Instruction;

Based on Churchill’s ability to understand key issues, identify the key elements of problem-framing and its contribution to Churchill's success.

BLACK- CASE 2

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Instruction;

Based on the case, analysis the critical components of building and maintaining a formidable team during a crisis situation

BLUE- CASE 3

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Instruction;

The ability to leverage strategic partnerships is one of the tools in a sophisticated leader’s arsenal. Discuss

GREEN- CASE 4

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Instruction;

Using Churchill as a case study, discuss the role of negotiations in crisis and the strategy “Compromising to Conquer”

ORANGE- CASE 5

Case: Jack Welch - The Greatest CEO of His Day

Jack Welch - Forbes referred to him as "the man who broke capitalism." As CEO of General Electric from 1981 to 2001, he transformed it from a company known for appliances and lightbulbs into a multinational corporation that stretched into financial services and media as well as industrial products, growing its market value from \$12 billion to \$406 billion during this period.

He invented the "vitality curve," in which managers were ranked into three groups. The top 20% "A" group was "filled with passion, committed to making things happen." The vital 70% "B" group was essential to the company and encouraged to join the A's. Then there was the bottom 10% "C" group, whom he termed the underperformers. Welch was heavily criticized for his approach to leadership, as he was known for slashing thousands of jobs, this earned him the nickname "Neutron Jack."

Welch diversified the industry ability of General Electric, he bought and sold scores of businesses, expanded General Electric into a financial giant, and also into consulting. He joined General Electric as a chemical engineer in 1960 and rose to the rank of CEO in less than 20 years.

Mr. Welch was a white-collar revolutionary, bent throughout his career at General Electric on championing radical change and smashing the complacency of the established order," the editorial said. "His legacy is not only a changed General Electric but a changed American corporate ethos, one that prizes nimbleness, speed, and regeneration over older ideals like stability, loyalty, and permanence.

Instruction;

As a leader, being laser focused on the organisation's vision could be a hassle for innovation, invention and diversification within an organisation. Argue for or against.

RED- CASE 6

Case: Queen Elizabeth II - A Transgenerational Leader

Queen Elizabeth II - Elizabeth Alexandra Mary was Queen of the United Kingdom and other

Commonwealth realms from February 6, 1952, until her death in 2022.

When her father died in February 1952, Elizabeth, then 25 years old, became queen of seven independent Commonwealth countries: the United Kingdom, Canada, Australia, New Zealand, South Africa, Pakistan, and Ceylon (known today as Sri Lanka), as well as head of the Commonwealth. Elizabeth reigned as a constitutional monarch through major political changes such as the Troubles in Northern Ireland, devolution in the United Kingdom, the decolonization of Africa, and the United Kingdom's accession to the European Communities and withdrawal from the European Union. The number of her realms varied over time as territories gained independence and some realms became republics.

She faced a lot of sentiment and media criticism during her reign as the British monarch and was able to overcome them all. As queen, Elizabeth was served by more than 170 prime ministers across her realms and was relevant in each of these periods. She was able to maintain the royal status of the constitutional monarchy in the transition of the British empire into a limited democratic state.

Instruction;

Develop a framework for business relevance and sustainability through ages

WINE/BURGUNDY- CASE 7
Case: Mo Abudu - A Woman Defying the Odds

Mo Abudu

Mosunmola Abudu, popularly known as Mo Abudu, is a philanthropist and a movie producer. She is known to have produced the one-time highest-grossing Nollywood movie in 2016, “The Wedding Party”, she has also produced a couple of popular movies such as Chief Daddy, Royal Hibiscus Hotel, Oluture, etc.

Abudu started her professional career as a recruitment consultant in 1987 with the Atlas Recruitment Consultancy firm in the UK, from where she moved to Starform Group in 1990. She returned to Nigeria in 1993 and was head-hunted by Arthur Andersen to head the Human Resources and Training for oil giant, ExxonMobil. She is the founder of Vic Lawrence & Associates Limited. She went on to create, produce, and present *Moments with Mo*, later founded a television station (Ebony Life Television). EbonyLife Place was launched by Mo Abudu in December 2019. It is Nigeria's first lifestyle and entertainment resort. In 2021, the Lagos State Ministry of Arts, Culture, and Tourism hosted EkoDesign, a furniture design and lighting exhibition, in conjunction with EbonyLife Place.

Abudu has worked in different sectors of the economy and has been relevant in each of these sectors, including human resources, fashion, arts and entertainment. She was named among the 20 most powerful women in global entertainment in October 2021, Abudu enters the Forbes list of the Most powerful women in 2021. She is a woman who has transited with relevance in whatever she does.

Instruction;

1. Mo Abudu has defied the odds to become a leader in every sphere she has operated/ operating in.

Discuss

PURPLE- CASE 8

Case: Nelson Mandela - Strategizing in Unfavorable Conditions

Nelson Mandela - Nelson Mandela was a South African anti-apartheid activist who served as the first president of South Africa from 1994 to 1999. He was the country's first black head of state and the first elected in a fully representative democratic election. His government focused on dismantling the legacy of apartheid by fostering racial reconciliation. Ideologically an African nationalist and socialist, he served as the president of the African National Congress (ANC) party from 1991 to 1997. He served 12 years in prison and was later released due to growing domestic and international pressure, he gained international acclaim for his activism. Globally regarded as an icon of democracy and social justice, he received more than 250 honours, including the Nobel Peace Prize.

Instruction;

Developing a strategy during unfavorable conditions.

GREY- CASE 9

Case: Ngozi Okonjo Iweala - Pioneering

Ngozi Okonjo Iweala - Notably, she is the first woman and first African to lead the World Trade Organization as Director-General. She sits on boards of- Danone, Standard Chartered Bank, Mandela Institute for Development Studies, Carnegie Endowment for International Peace, Georgetown Institute for Women, Peace, and Security, One Campaign, Global Alliance for Vaccines and Immunization, Rockefeller Foundation, R4D: Results for Development, ARC: African Risk Capacity and Earth shot Prize plus others. She also previously sat on the Twitter Board of Directors and stepped down in February 2021 in connection with her appointment as Director General of the World Trade Organization.

Okonjo-Iweala was the first Nigerian woman to serve two terms as Finance Minister of Nigeria; initially, under President Olusegun Obasanjo from 2003 to 2006; and also, under President Goodluck Jonathan from 2011 to 2015. Okonjo-Iweala had a 25-year career at the World Bank in Washington, DC, as a development economist and rose to the position of Managing Director, Operations. Okonjo-Iweala spearheaded several World Bank initiatives to assist low-income countries during the 2008–2009 food crises and later during the financial crisis. Okonjo-Iweala is the founder of Nigeria's first indigenous opinion-research organization, NOI-Polls. She also founded the Centre for the Study of the Economies of Africa (C-SEA), a development research think-tank based in Abuja.

Instruction;

Creating a personal brand as a professional

GOLD- CASE 10

Case: Dangote Group - Diversifying and Expansion

Dangote Plc. - is a diversified and fully integrated conglomerate. The group's interests span a range of sectors in Nigeria and across Africa. The core business focus of the group, which started operations in 1978, is to provide local, value-added products and services that meet the basic needs of the populace.

The group owns and operates over 18 subsidiaries; Cement Manufacturing, Rice Farming, Polysacks, Sugar Refining, Automotive, Real Estate, Salt & Seasoning, Refinery, Mining, Logistics, Energy, Fertilizer, Infrastructure, Maritime, Petrochemicals, Training Academy, and Tomato Farming. With the profitability metrics of each of their subsidiaries, and how seamless their business operation is, it is worthy of note the sophistication that goes into running these subsidiaries seamlessly.

Instruction;

Diversifying and expanding even in uncertain conditions