INDEX

Accusations, 51–52 Achan fabric, 167 Actor transformation, 132–133 Afor (market days), 5 Africa, 28, 41 African business practices, 35-36, 185 African Charter on the Rights and Welfare of the Child. 22 African Development Bank (AfDB), 198 Agreements, negotiation patterns and factors enhancing, 114-115 Ahia. 168 Akwete fabric, 166–167 making, 168-170 Akwete weaving benefits and challenges of Akwete weaving craft, 170-173 history of, 167-168 Alaba International Market, 28, 6.20 Alex Ekwueme Federal University Ndufu-Alike Ikwo (AE-FUNAI), 168-169, 238 Anecdotal evidence, 74 Apprentice, 15, 21, 52, 52 Apprenticeship. See also German apprenticeship model, 15, 21, 164, 212, 243 as route to knowledge & wealth, 63 Aruru fabric. See Akwete fabric Arusi (deities/native shrines), 136 'Associates' model, transiting from apprentice to, 79-80 Bargain, 115 Biafra War. See Nigerian Civil War (1967 - 1970)Blacksmithing, 166–167 Broken English, 22 Business enterprises, 179 expansion considerations, 80-81 incubation, 128

incubators, 166 performance, 93-95, 97-102 pre-existing repertoire of business knowledge and skills, 212-213 start-up, 206-207 succession, 82-83 Business succession planning (BSP), 60-61 Cash handling and management, 78-79 Cloth weaving among Igbo people, 166 - 170Co-prosperity (Onve aghala nwanne ya), 93-94 Coaching process, 78 Cognitive Apprenticeship Theory (CAT), 195 Compensation systems, 81-82 Conceptual skills, 62 Confidence-building, 48 Conflict. 130 containment, 133-134 management, 131-134 mitigation, 133–134 settlement, 133–134 Conflict resolution, 133-134 theorists, 132 Conflict theory (Karl Marx), 31 Conflict transformation, 131, 133-134 mechanisms in Igbo traditional business model, 134-138 prevention, 135-136 process, 136-137 purpose, 137-138 theorists, 132-133 theory, 131-134 Consensus (Njiko ka), 93-94 Contractual agreements, 49 Criticism of capitalism, 31 Cross-case analysis, 102-105 Cultural practices in sales negotiations, 111 Igbo trader and quest for survival, 112 - 113

methodology, 113–114 negotiation from Igbo traders perspective, 114 negotiation patterns and factors enhancing agreements, 114–115 negotiation patterns and factors enhancing disagreements. 115-123 Cultural values and beliefs, 20-21 Culture. 111–113 Customer service, 78-79 Decision-making processes of incumbents, 65 Deferred financial arrangement, 153–154 Diaspora Igbo businesses in, 205-207 presentation of research findings, 209 - 215recommendations, 217 research methodology and data, 207 - 209Direct-to-video production, 192-193 Disagreements basic concept of negotiations, 118 concern with protocol, 121 nature of persuasion, 122 negotiation patterns and factors enhancing, 115-123 orientation towards time, 119-120 satisfactory agreement, 122-123 significance of issues, 118-119 speed of trust, 120-121 Dispute, 130–131 Diversification, 81 Economic stability of Igbo ethnic group, 164 Egbu-Nkwe, 168 Eke (market days), 5 *Ekike*, 168 Employment, 5 Empowerment, 133 Enterprises, 13–15, 28 Entrepreneurial activities, 239 incubation, 8, 244 skills, 62 Entrepreneurs, 28

Entrepreneurship, 28, 217 by 'NDIGBO', 62-64 without business continuity, 62-63 persistent business failures, 63-64 Espirit De Corps (Igwebuike-Unity is strength), 93–94 Ethnic group, 14 Family businesses, 4, 60 recommendations to family business continuity, 67-68 succession planning in, 60-61 Family councils, 68 Family unity, 67-68 Fashion industry, 170-172 Federal Commission for Museums and Monuments, 167 Federal Department of Antiquities, 167 Film distribution, 192 Financial education. 23 institutions, 244 practice, 145 prudence, 154 settlement practices, 152-153 Focus group interview (FGI), 207, 209 Formal apprenticeship, 28-29 Formal mentoring systems, 66

Gender inclusivity, 228-229 Generation, 73–74 German apprenticeship model. See also Igbo Apprenticeship System (IAS) entry age and levels of education, 226-228 gender inclusivity, 228-229 Igba-Boi comparing with, 225-231 trade specificity, 229-231 Government. 34 government-supported private-sector led apprenticeship programmes, 35 Grooming process, 78 Gross domestic product (GDP), 198 Grounded theory approach, 149

Hausa/Fulani tribe, 4

Iconic apprenticeship system, 69 Idu uno, 29 Ifeadigo (wealth is available), 93-94 Igba Mbo. 62-63 Igha Odiho, 63 traditional business model, 197 Igba-Boi (literally 'to serve another'). 42. 87, 182, 222, 15 apprentice scheme, 223-225 challenges, 32-34 comparing with German apprenticeship model, 225-231 enact law to regulating Igba-Boi contract. 34 government-supported private-sector led apprenticeship programmes, 35 Igba-Boi/Imu Ahia apprenticeship model, 19 Igbo traditional business apprenticeship, 18-20 and Igbos, 30-32 indigenous model, 28 mentorship programme for student-entrepreneurs, 35 ontological basis of Igba-Boi apprentice scheme, 222-223 policy suggestions, 34-35 process, 28-30 recommendations, 231-232 recommendations for Africa and African business practice, 35-36 social marketing to reviving Igba-Boi system and indigenous institutions, 35 special school for apprentices to permit work-study arrangement, 35 SWOT synthesis, 47 Igba-bovi, 7, 128 Igba-odibo ('to learn marketing concepts'), 42, 77, 94, 7, 28 Igba-oso-ahia ('to learn tricks of raising money'), 8, 42 Igbo Apprenticeship System (IAS), 3, 77-78, 128, 7, 28 Igbo apprenticeship/mentorship system, 164 tenure of apprenticeship and training techniques, 78

Igbo business. See also Family businesses, 73 - 74in Diaspora, 205–207 incubation. 204 individuals. 204 industrial clusters, 178-179 locally-generated venture capital, 181-183 model, 4, 93-95, 239-241 in Nigeria, 179-181 practice, 92-93, 239 recommendations for Africa and African business practices, 185 recommendations for future research agenda, 186 social networks in South Africa, 213-215 system, 177–178 Igbo entrepreneurs, 6, 74 indigenous financial practices among, 145-147 Igbo micro-entrepreneurs in Lagos, 144 conceptual clarification, 145 data collection and analysis, 148-149 deferred financial arrangement, 153 - 154ethical considerations, 149 financial educationists. 155–156 financial prudence, 154 financial settlement practices, 152-153 indigenous financial practices among Igbo entrepreneurs, 145-147 modern financial institutions, 154-155 recruitment of participants, 147-148 research context, 147 rotating financial contribution, 149-152 Igbo people, 196 of south-eastern Nigeria, 4-5 Igbo traders, 96, 112-113 cross-case analysis, 102-105 informant selection and instrument design, 95-96 methodology, 95 negotiation from Igbo traders perspective, 114 Igbo traditional business model. See also Family businesses conceptual framework, 130-131

conflict transformation mechanisms, 134 - 138theoretical framework, 131-134 Igbo traditional business school (I-TBS), 4, 10, 40-42, 128, 204, 206, 221-222, 235-237 and educational system, 241-243 methodology, 42 practical implication, 241-244 research focus. 42 structures. 243-244 Igbo tribe in Nigeria ('NDIGBO'), 62-64 entrepreneurship by, 62-64 implications for businesses of, 67 Igbo(s), 128, 144, 163-164 clan system, 5-6 communities, 6 cosmology, 223 culture, 205-207 dream, 178–179 enterprise and, 13-15 entrepreneurial practice, 6-11 entrepreneurship, 222 entrepreneurship post civil war, 17-18 ethnic group, 14 indigenous business model, 143-144 Nigerian civil war socioeconomic impact on Igbo, 16-17 and Nollywood distribution network. 192 - 195ontology, 223 pre-colonial era of innovation among, 164-165 recommendations and suggestions for future research, 21-23 research design, 20 of south-eastern Nigeria, 235 State Union, 15 traditional patriarchal system, 32 tribe. 235 Igwebuike (unity is strength), 30–31, 135 Imu Ahia (learning the trade), 28, 42, 77, 87, 94, 128 Imu-Oru ('to learn a craft'), 42, 77 Imu-oru aka (Learning a craft or skill), 94, 128 In-depth interviews (IDI), 207, 208 Indigenous business incubators, 166

benefits and challenges of Akwete weaving craft, 170-173 cloth weaving among Igbo people, 166-170 post-colonial era innovation, 165–166 pre-colonial era of innovation among Igbos, 164-165 Indigenous business practices, 144 Indigenous crafts, 166-167 Indigenous financial practice, 144-145 among Igbo entrepreneurs, 145-147 Indigenous methodologies, 28 Individualism, 30-31 Industrial clusters, 179, 180 Informal apprenticeship models, 23, 28-29 Informal education mentoring process, 66 Inheritance/family business method, 8.244 Interior designers, 170–172 International capitalist system, 35-36 Interpersonal conflicts, 134 skills, 62 Inventory management, 78-79 iROKOtv. 194 Issue transformation, 132–133, 137 Isusu, 146, 149–152 Japan of Africa, 165–166 Job creation, 170–172 Joint venture (JV), 81-82 Knowledge management, 92, 93-95 transfer mechanism, 97-98, 100-102 Kolanut, 19 Leadership as criterion for succession, 62 transition. 60 Leadership practices inventory (LPI), 62 Learning process, 195 Lionheart, 194 Living in Bondage (film), 190–192 Locally-generated venture capital, 181-183 assessing apprentice's competence to run business. 182 implications of Igbo business industrial

clusters use of, 184-185

replication leading to continuous, 183 start-up capital, 182–183 Machiavellian principle, 33 Market share, 74 Membership, 151 Mentees. 33. 51-52 Mentors, 32-33, 48, 50 Mentorship, 47-48 programme for student-entrepreneurs, 35 Mentorship/training process, 195 Mirror Boy, The (film), 193 Motivation: Recognition/Reward (Itu UgwulIchi echichi), 93-94 National Directorate of Employment (NDE). 35 Ndi Ichie (council of elders), 136 Ndi Nze na Ozo (council of titled men), 136 Negotiation from Igbo traders perspective, 114 patterns and factors enhancing agreements, 114-115 patterns and factors enhancing disagreements, 115-123 practices, 113 Nepotism, 69 Netflix, 194 Nigeria, 28, 40, 144, 170-172 Igbo business and industrial clusters in, 179 - 181Nollywood and, 190–192 Nigerian Civil War (1967–1970), 16, 165 Nigerian films. See Nollywood-films Nigerian Labor Act, 129 Nkwe looms, 168 Nkwo (market days), 5 Nnewi automobile/transport Igbo business industrial cluster, 181 Nollywood, 11, 189–190 films, 189–190 findings, 196–197 Igbos and Nollywood distribution network, 192-195 methodology, 196 and Nigeria, 190-192 recommendation for African enterprises, 198

theoretical framework, 195 Norms transformation, 137 Nwa boi apprenticeship system, 87, 94, 178 - 179Nwabovi, 77-79, 128, 134-135 Nwanne (brother), 8 Ochiliozuo title. See Ozo title Oga (Master), 19, 77, 128 Ogbo, 146 Ogbuefi title. See Ozo title Oha. 146 'Okonkwo & Sons' type sole proprietorships, 63 Onitsha market literature, 226 Online streaming platforms, 194 'Onye aghala nwanne ya' (leave no man behind). 135 Orie (market days), 5 Oruamaka (work is good), 93-94 Oruebube (glorious work), 93-94 Orunna (work of father), 93-94 Oruoma (good work), 93-94 Osusu, 146 Ozo title, 222–223

Paapaa, 168 Palo Alto Research Center (PARC), 182 Partnership model, 29–30, 81–82 Persuasion, nature of, 122 Pidgin, 22 Postgraduate qualifications, 66 Pressure to succeed, 211–212 Profitability, 74 Protocol, 121

Quasi apprentices, 82

Recognition, 133 Recruitment, 75 Resources mobilisation, 204 Retention management, 75 Revenue generation, 170–172 Revenue growth, 74 Reward systems, 81–82 Rotational Savings and Credit Scheme or Association (ROSCA), 146, 146 Rule transformation, 132 Sales negotiations, cultural practices in, 111 SceneOneTV, 194 Sculpting, 166-167 Settlement, 21, 29, 182-183 Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), 147-148 Small and medium-sized enterprises (SMEs), 59-60, 198 Social marketing to reviving Igba-Boi system and indigenous institutions, 35 Society, 33-34 Sociopolitical structures, 204 South Africa, Igbo business social networks in, 213-215 South African business environment, 213 South-eastern Nigeria, Igbo people of, 4-5, 235 Special school for apprentices to permit work-study arrangement, 35 Staffing, 75 Strengths, Weaknesses, Opportunities and Threats analysis (SWOT analysis), 41-42, 46-52 Structural functionalism, theory of, 31 Structural transformation, 133 Succession, 60 challenges, 85 external factors, 86-87 failures. 61 internal factors. 86 leadership as criterion for succession, 62 planning, 60-61, 74-75, 82-87 Successors, preparation of, 65 Supplier management, 79 Survival strategies, 61 Sustainability, 62 Sustainable development goals (SDGs), 235 Talent identification and attraction, 75–77

Talent identification and attraction, 75–77 Talent management, 74–75, 92 Talent recruitment, 93–96, 98, 100 Teams (Age grade–*Otu* Øgbø), 93–94 Technical/business skills, 62 Technology Entertainment Design (TED), 7 Textile industry, 170–172 Thematic analysis, 96 Tinyekwa afo traders, 122-123 Titling process, 222 Tourism. 170–172 Trade associations, 231 negotiation, 112-113 specificity, 229-231 Traditional business practices, 106-107 Traditional conflict management systems, 129 Traditional Igbo businesses. See also Family businesses, 73-74 business expansion considerations, 80 - 81Igbo apprenticeship system, 77-78 literature review, 74-75 methodology, 75 rewards and compensation systems, 81-82 succession planning, 82-87 talent identification and attraction, 75 - 77training, 78-80 Training, 78-80 and development, 75 risk considerations, 80 transiting from apprentice to 'associates' model, 79-80 Transactional reward model, 81–82 Transformational leaders, 64, 66 Transformational leadership (TFL), 64 theory, 64 Transition, founder's desire and support for. 65 Trust, 48 and credibility of successors, 66 speed of, 120-121 Ubaka (wealth is greater), 93–94 Ubanozie (wealth has taken proper position), 93-94 Ukwu-Nkpuru, 168 Umu Nwunye Di (wives of the land), 136 Umu Ogbo (age grades), 136 Umuada (daughters of the land), 136

Umunna (kindred), 136

Index

United Nations Development Programme (UNDP), 164 United States of America (USA), 40 *Utu*, 146

Video-on-Demand platforms (VOD platforms), 194 Vision, clarity of, 67 Vocational training of apprentices, 231

Weaving, 166–167 Within-case analysis, 96

Yoruba tribe, 4

'Zooming in' method, 186 'Zooming out' method, 186