

# CONGREGATION OF THE INSTITUTE (DECEMBER 2025 SESSION)

### THEME:

FROM HERITAGE TO CREATIVE FUTURES: REIMAGINING DEVELOPMENT THROUGH CREATIVE EDUCATION AND ENTERPRISE



19TH - 20TH DECEMBER 2025 GB AUDITORIUM, GREENHILL



### Contents

ORDER OF PROCEEDINGS	4
MORNING SESSIONS	4
ORDER OF PROCEEDINGS	5
AFTERNOON SESSION	5
PROFILE OF GIMPA	17
VISION, MISSION AND CORE VALUES OF THE INSTITUTE	18
MEMBERS OF THE GIMPA GOVERNING COUNCIL	20
MEMBERS OF THE ACADEMIC BOARD	23
DIRECTORS/HEADS OF UNITS	27
PHD GRADUANDS AND THESIS ABSTRACTS	56
AWARDS & PRIZES	81
PRIZES - 25TH CONGREGATION (DECEMBER 2025 SESSION)	82
LIST OF BEST STUDENTS PER PROGRAMME	86
PROFILE OF VALEDICTORIAN	88
ALUMNI OATH	92
SONGS	93
NATIONAL ANTHEM	93
CIMDA ANTHEM	0/



#### **ORDER OF PROCEEDINGS**

#### **MORNING SESSIONS**

10:00 a.m. Graduands/Guests Seated

**Procession of Convocation** 

**Procession of Council** 

10:30 a.m. National Anthem

**Opening Prayer** 

Welcome Address and Constitution of Congregation - Chairman of Council

Rector's Address

Musical Interlude

**Guest Speaker's Address** 

Musical Interlude

Introduction of Dignitaries

**Conferment of Degrees** 

Presentation of Awards

Alumni Oath

Valedictory Address

**Announcements** 

Dissolution of Congregation - Chairman of Council

**GIMPA** Anthem

**Closing Prayer** 

Recession

#### **ORDER OF PROCEEDINGS**

#### **AFTERNOON SESSION**

2:00 p.m. Graduands/Guests Seated

**Procession of Convocation** 

**Procession of Council** 

2:30 p.m. National Anthem

**Opening Prayer** 

Welcome Address and Constitution of Congregation - Chairman of Council

Rector's Address

Musical Interlude

**Guest Speaker's Address** 

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**GIMPA** Anthem

**Closing Prayer** 

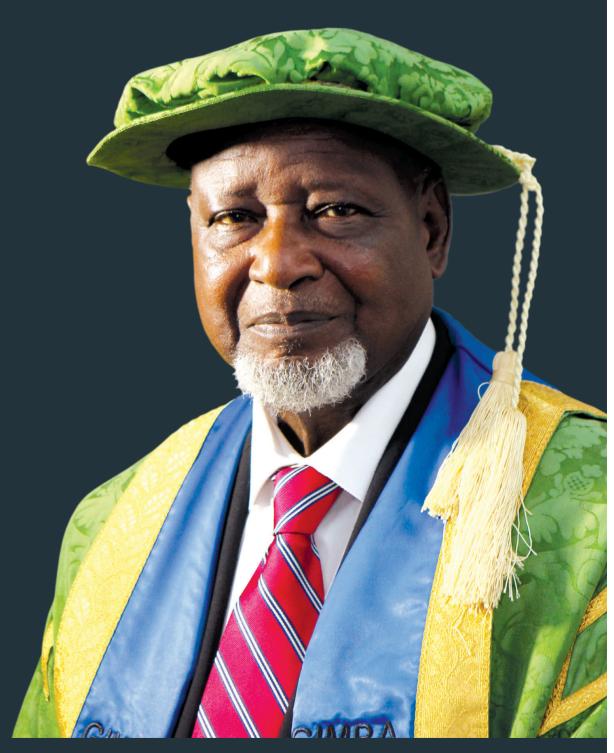
Recession



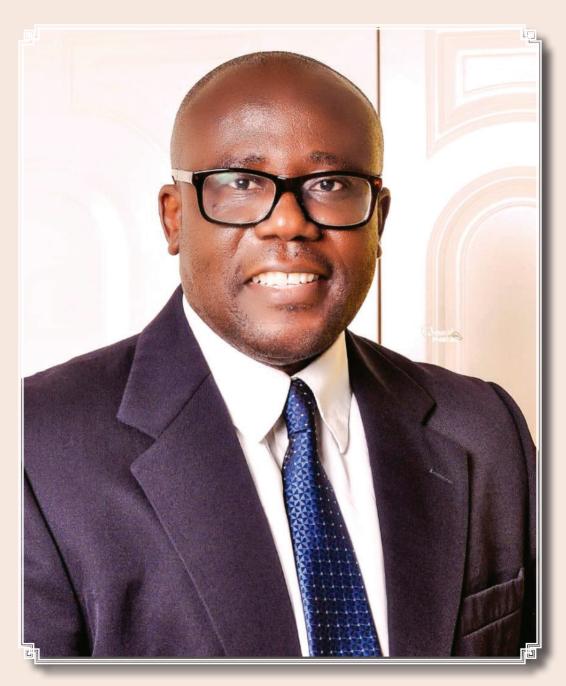
HIS EXCELLENCY

JOHN DRAMANI MAHAMA

PRESIDENT OF THE REPUBLIC OF GHANA



**PROF. YAW AGYEMAN BADU**CHAIR - GOVERNING COUNCIL



PROF. SAMUEL KWAKU BONSU

RECTOR - GIMPA



NATIONAL PROFESSIONAL OFFICER FOR CULTURE, UNESCO, ACCRA



# PROFILE OF SPECIAL GUEST CARL AMPAH

Carl Ampah is the National Professional Officer for Culture at UN-ESCO Accra, and a dedicated friend, advocate, and supporter of Ghana's cultural and creative community. He has extensive experience in the heritage, culture, and creative sectors and holds educational qualifications from both Ghana and the United States, with a background in design, management, and policy. Carl has authored and contributed to numerous UNESCO publications. During his tenure:

In 2015, Ghana ratified several UNE-SCO Cultural Conventions in a single sitting - an unprecedented achievement, which expanded the country's opportunities for international cultural cooperation.

Accra was designated UNESCO World Book Capital 2023, creating significant opportunities for the book industry, its broader ecosystem, and the creative sector at large. He has implemented and managed multiple UNESCO projects and capacity-building initiatives that have supported Ghana in:

- Applying for UNESCO cultural funds.
- Managing the Forts and Castles and conserving the Asante Traditional Buildings, both inscribed on the World Heritage List;
- iii. Providing support to artists (through the UNESCO Aschberg programme), supporting GIMPA to set up a Masters program for creatives and contributing to the review of Ghana's Cultural Policy;
- iv. Implementing Intangible Cultural Heritage (ICH) projects aimed at strengthening Ghana's capacity to safeguard and promote its living heritage.

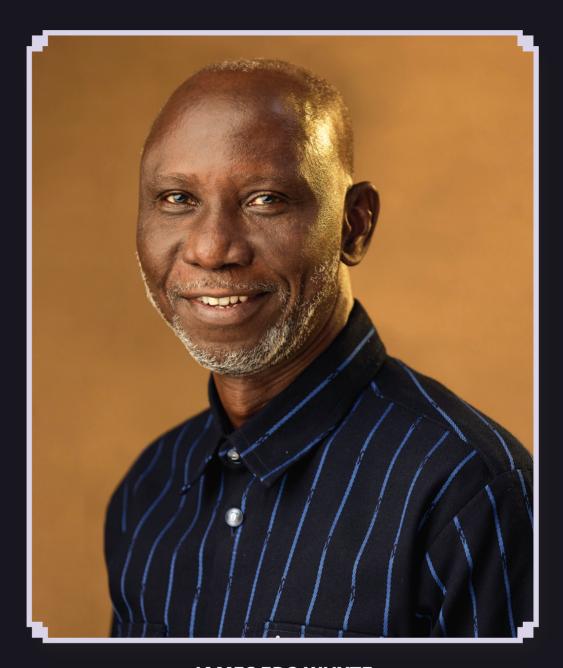
Carl has also facilitated discussions on the "Return and Beyond the Return" initiative, supported activities under the "Black Star Experience" and broader diaspora engagements,

# GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION

raised awareness on the illicit trafficking of cultural property, as well involved in ongoing conversations and efforts on the restitution and return of cultural property. He has contributed to the Routes of Enslaved Peoples project (Slave Route project) and has further supported Ghana's Intangible Cultural Heritage (ICH) efforts, including the nomination files for Kente and Highlife to UNESCO, where Kente is now inscribed on the UNESCO ICH List for Humanity and has been granted GI status by WIPO. His efforts contributed to the University of Cape Coast and the University of Ghana's Institute of African Studies joining the UNITWIN Network on the General History of Africa.

Carl works closely with the team that reviewed Ghana's 2004 Cultural Policy and regularly shares cultural and development-related updates, as well as technical information, with a broad range of stakeholders.

He has also promoted youth development, the ethical use of Al and the role of sport in development.



JAMES EBO WHYTE
CEO & ARTISTIC DIRECTOR, ROVERMAN PRODUCTIONS
PLAYWRIGHT||AUTHOR||SPEAKER

# PROFILE OF SPECIAL GUEST JAMES EBO WHYTE

James Ebo Whyte, popularly known as Uncle Ebo Whyte, is a playwright, author, motivational speaker and a leader. But he simply describes himself as a storyteller.

He is a trained statistician, marketer and accountant and has worked in senior management roles across diverse industries, including publishing, pharmaceuticals, finance, and the automotive sector.

Since 1975, he has written and directed more than 60 stage plays, making him Ghana's most successful playwright and the man credited with reviving Ghanaian theatre after decades of dormancy. Through his company Roverman Productions, pioneered quarterly theatre seasons in Ghana, cultivating a loyal theatre-going audience and mentoring a new generation of actors, playwrights, and production professionals.

As an author, Uncle Ebo has published three books on relationships, personal growth, and values.

His outstanding contributions to literature, theatre, and cultural leadership have been recognized with multiple awards, including:

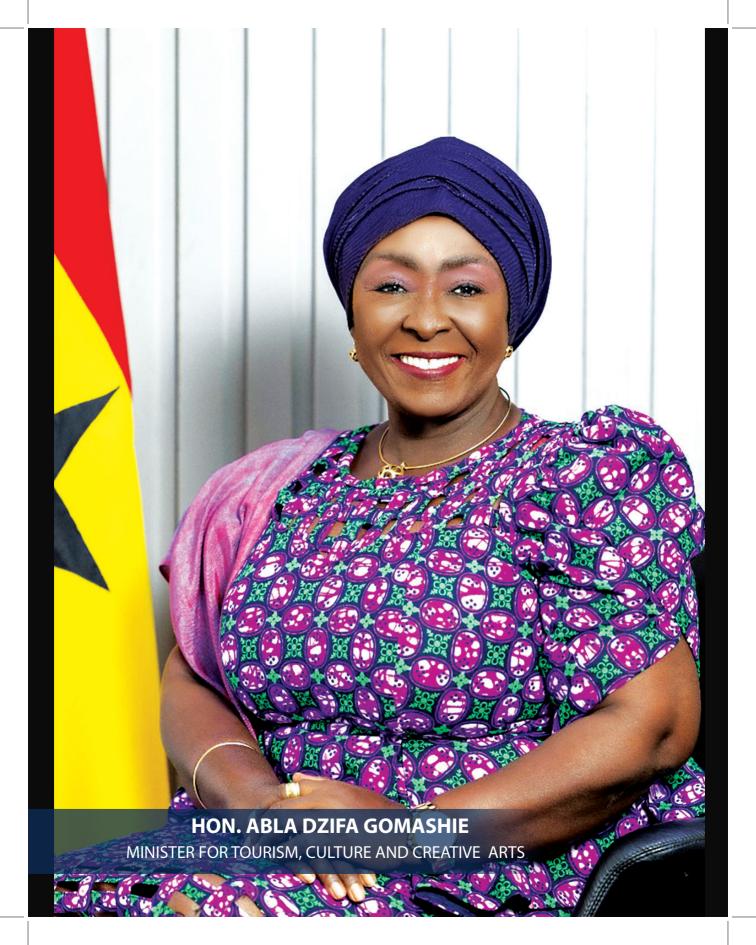
- Life Icon Award (2023)- Head of State Award Scheme
- Cultural and Tourism Icon Award (2022) Ghana Tourism Authority
- GAW Achievement Award (2022)-Ghana Association of Writers
- Millennium Excellence Award for Literature (2015)
- Lifetime Achievement Award (2019)
- Ghana Events Awards

Uncle Ebo has also, for over 30 years consistently hosted 'Food For Thought' on Joy FM, where his life-changing reflections have influenced mindsets and inspired countless individuals.

At the heart of all his work, Uncle Ebo remains passionate about personal growth, leadership, and relationships. He brings to every platform not just decades of experience in storytelling and mentoring but also a deep convic-



tion that people and organizations can achieve their best when they embrace values, discipline, and purpose. For your staff engagement, Uncle Ebo Whyte will bring his unique blend of storytelling, humour, and practical wisdom to inspire excellence and productivity.





#### **PROFILE OF SPECIAL GUEST**

#### HON, ABLA DZIFA GOMASHIE

A bla Dzifa Gomashie is a Ghanaian cultural advocate, Minister for Tourism, Culture and Creative Arts, and 2-term Member of Parliament for Ketu South constituency. With an MPhil in African Studies and a Bachelor of Fine Arts from the University of Ghana, she has spent decades promoting Ghanaian arts through media, cuisine, education and policy. A seasoned performer, director, and cultural consultant, Dzifa is passionate about empowering youth and preserving African heritage.

#### **PROFILE OF GIMPA**

he Ghana Institute of Management and Public Administration (GIMPA) was established in 1961 as a joint Ghana government/United Nations Special Fund Project as the Institute of Public Administration (IPA) to develop the public administrative systems and to produce civil servants with the administrative and professional competence to plan and administer national, regional, and local services.

Over the past 64 years, GIMPA's activities have been guided by five successive mandates from the first Legislative Instrument of 1961 to the current GIMPA Act 2004 (Act 676). Each one of them has affirmed the vision of the founders to be a leading national and international Management Development Institute. The mandates progressively expanded the Institute's scope of business to reflect the manpower needs relevant to national development.

The GIMPA Act of 2004 (Act 676) established GIMPA as a Chartered Public Tertiary Institute with a mandate to award certificates, diplomas and degrees up to PhD. level. GIMPA now offers education, training and services in the fields of leadership, management, public administration, technology, law and other humanities disciplines for the public sector, private sector and NGOs.

GIMPA operates under a Governing Council appointed by the President of the Republic of Ghana in accordance with Article 70 of the 1992 Constitution.

Currently, GIMPA has five (5) Schools, namely:

- School of Public Service and Governance
- Business School
- School of Technology and Social Sciences
- School of Graduate Studies and Research
- GIMPA Law School



## VISION, MISSION AND CORE VALUES OF THE INSTITUTE

#### **Vision**

To position GIMPA clearly as the pre-eminent Centre of Excellence focused on capacity building in leadership, management, public administration and sustainability to support Ghanaian and African socio-economic advancement.

#### Mission

GIMPA's primary purpose is to develop distinctive and capable public servants, private sector and non-governmental organizations leaders with a strong sense of humanity to support sustainable national development.

We pursue this mission through:

- i. Quality research, teaching and learning;
- ii. Active stakeholder engagement and community service;
- iii. Global Connectedness; and
- iv. Excellence in all we do.

#### **Core Values**

**Excellence:** challenges us to do things right the first time, down to the smallest detail and constantly improving.

**Distinctiveness:** enjoins us to honour our heritage as a public service institution that promotes professionalism, integrity, accountability, and transparency.

**Connectedness:** challenges us to be relevant and of value both to ourselves and the wider global society, by collaborating and promoting networking among diverse entities in Ghana, Africa and around the world.

# GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION

**Fairness:** challenges us to value and cherish our stakeholders – both internal and external – having regard for our individual differences, while at the same time being impartial in our dealings.

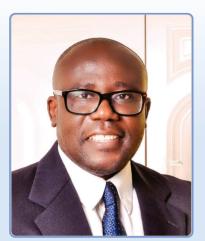
**Sustainability:** motivates us to seek operational efficiencies through innovations that are mindful of the need to preserve a better future for posterity. We do this through responsible financial planning and preservation of our beautiful natural environment.

**Trustworthiness:** puts us under duty to be honest, truthful and relied upon in all our engagements.



#### MEMBERS OF THE GIMPA GOVERNING COUNCIL

1)	Prof. Yaw Agyeman Badu	-	Chairman
2)	Prof. Samuel Kwaku Bonsu	-	Rector
3)	Prof. Victor Agyeman	-	Chairman, Public Services Commission
4)	Dr. Evans Aggrey-Darkoh	-	Head, Civil Service
5)	Prof. Michael Kpessa-Whyte	-	Director-General of State Interests and
			Governance Authority (SIGA)
6)	Prof. Mohammed Salifu	-	Ghana Tertiary Education Commission
			(GTEC) Representative
7)	Mr. Rockson Kwesi Dogbegah	-	Association of Ghana Industries (AGI)
			Representative
8)	Dr. Amina Jangu Alhassan	-	Government Appointee
9)	Ing. Prof. Felix Kofi Abagale	-	Government Appointee
10)	Prof. Gamel Wiredu	-	Convocation Representative
11)	Mr. Osei Tutu Agyeman	-	GIMPA Alumni Association Representative



Prof. Samuel Kwaku Bonsu



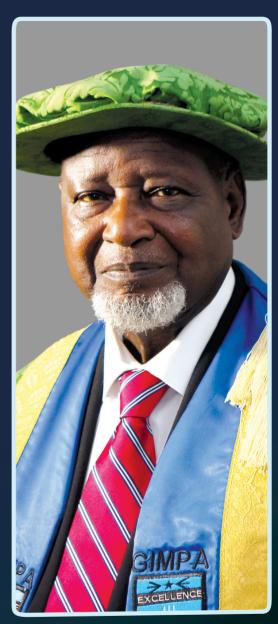
Prof. Victor Agyeman



Prof. Mohammed Salifu



Prof. Michael Kpessa-Whyte



PROF. YAW AGYEMAN BADU

### COUNCIL MEMBERS



Dr. Evans Aggrey-Darkoh



Ing. Prof. Felix Kofi Abagale



**Professor Gamel Wiredu** 



Dr. Amina Jangu Alhassan



Rockson Kwesi Dogbegah



Mr. Osei Tutu Agyeman



#### MEMBERS OF THE ACADEMIC BOARD

Prof. Ebenezer Adaku Deputy Rector, Professor

Dr. Kwaku Agyeman-Budu Dean of GIMPA Law

Prof. Bernard Acquah Obeng Dean of Business School, Associate Professor

Prof. Emmanuel Sarkodie Adabor Dean of School of Technology and

Social Sciences (SOTSS), Associate Professor

Dr. Samuel Yaw Appiah Marfo Acting Dean of the School of Public Service

and Governance (SPSG)

Prof. Augustina Akonnor Dean of Students Affairs, Associate

Professor/SOTSS

Prof. Ebenezer Bugri Anarfo Director, Academic Planning and Quality

Assurance/Associate Professor, Business

School

Prof. Kenneth Ofori-Boateng Director, GIMPA Training and Consulting/

Associate Professor, Business School

Prof. Samuel Ato Dadzie Head of Department of Business Management,

Business School/Associate Professor

Prof. Adwoa Yirenkyi-Fianko Head of Department of Management Science,

Business School/Associate Professor

Prof. Amoako Kwarteng Head of Department of Accounting and Finance,

**Business School/Associate Professor** 



Prof. Stephen Odonkor Head of Department of Development Policy,

SPSG/Associate Professor

Prof. Wilberforce Selorm Dzisah Head of Department, Liberal Arts and Commu-

nication Studies, SOTSS/Associate Professor

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and Mathematics, SOTSS

Dr. Felicia Engmann Head of Department, Computer Science and

Information Systems, SOTSS

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Law and Transnational Legal Studies, GIMPA

Law School

Desmond Israel Esq Coordinator of Department of Public Law and

Governance, GIMPA Law School

Norman Greensberg Williams, Esq Coordinator of Department of Private Law and

Commerce, GIMPA Law School

Mr. Emmanuel Wiafe Manager, Takoradi Campus

Prof. Gamel Wiredu Manager, Kumasi Campus/Associate Professor,

**SOTSS** 

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Prof. Gifty Oforiwaa Gyamera Head, Office of International Programmes/

Associate Professor, SPSG

Diana Asonaba Dapaah Esq. Convocation Representative (Faculty)



Mr. Aser Solomon Boakye-Boamah Convocation Representative (Senior Adminis-

trative and Professional Staff)

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Prof. Samuel Adams Professor, SPSG/ Institute's Fellow

Prof. Franklyn Manu Professor, Business School/ Institute Scholar

Prof. Francis Atsu Associate Professor, Business School

Prof. Stanley Coffie Associate Professor, Business School

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Prof. Michael Danquah Associate Professor, SPSG

Ing. Dr. Nana Ato Arthur Principal Lecturer, SPSG

Prof. Wisdom Akpalu Professor, SOTSS

Prof. Kwami Adanu Associate Professor, SOTSS

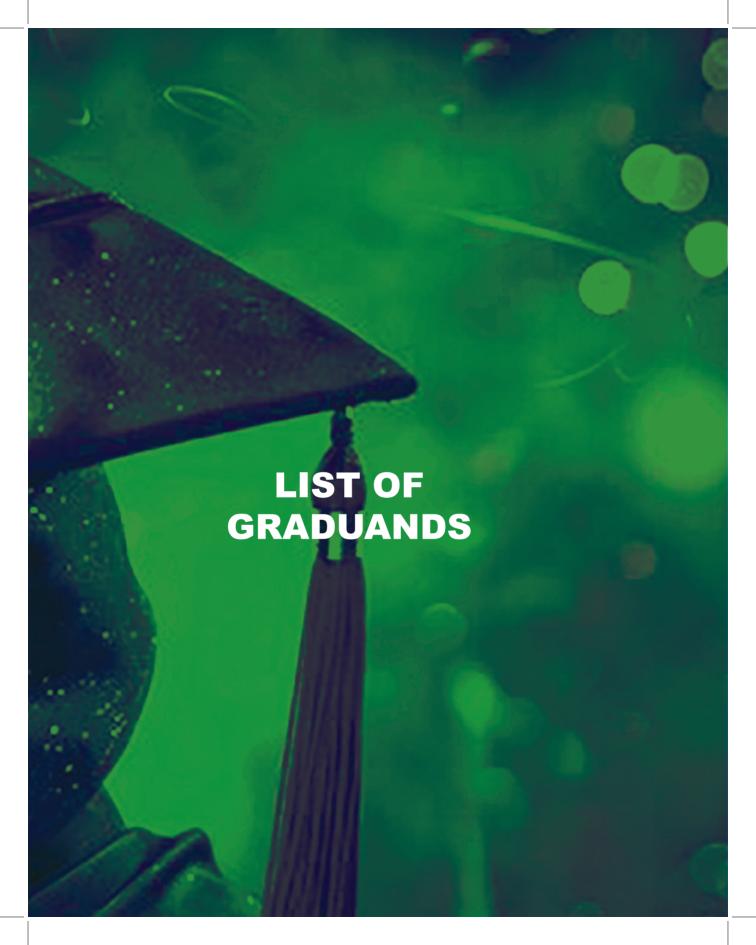
Prof. Williams Ohemeng Associate Professor, SOTSS



DR. VICTORIA KUNBUOR SECRETARY OF THE INSTITUTE

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4.	Mr. Albert Amponsem	Director, Finance	
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	Nortey		
9.	Dr. Mrs. Carolyn Odonkor	Senior Assistant Registrar, Hospitality Service	
		Directorate	



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- 1. ESTHER SIENMA NANDARA
- 2. HANSON OBIRI-YEBOAH

### DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

GRACE ABBAN-AMPIAH

#### **DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION (MARKETING)**

1. ATIA ALPHA ALFA

#### **DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION (FINANCE)**

1. MOHAMMED ARMAH

#### **MASTER'S DEGREE**

#### MASTER OF ACCOUNTING AND FINANCE

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4. AMBROUSE AGBOVI

5. ANDREWS KWAME MARFO

6. ANITA GRACIOUS ARCHER

7. ARCHIBALD NTIRI-ACQUAH

8. CANACOO CHRISTIAN

9. CELESTINA ARHIN DANSO

10. CHRISTIAN CANACOO

11. CHRISTOPHER NYARKOH

12. DANIEL AGGREY

13. DAVID PIETESON ARTHUR

14. DENNIS ASANTE TUFFOUR

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19. EMMANUEL ADJARNARH TAWIAH

20. EMMANUEL AKORLI



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- 38. KWASI ODURO KWARTENG

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- 6. CATHERINE SOWOANI ONAI
- 7. DANIEL FOBI
- 8. DOMINIC ATUAHENE-ABABIO
- 9. DORCAS BOATEMAA OWUSU
- 10. DORIS KENNIS YANNEY
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- 13. ESTHER OFORI
- 14. EUGENE MAWULI AMENYO

- 39. MELISSAH NYAMAH BOAKYE-DEDE
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- 50. SAMUEL OPOKU AFFUM
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- 54. THEOPHILUS NANA ADOMAKO
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- 56. YVETTE ADWOA ASI AFFUL
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- 16. EZEKIEL AMPONSAH
- 17. FELIX FIAWOO
- 18. FRANCIS NYARKO
- 19. FREDERICK BEDIAKO APPIAH
- 20. GIDEON AMEWUGAH KUMAH
- 21. GODFRED NII ADJEI ADJETEY
- 22. INES APPIAH
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- 25. JOHN ASUMING
- 26. LUCIE MAKAFUI MALM
- 27. MAGDALENE ANTWI
- 28. MARTIN ACHEAMPONG NKRUMAH



- 29. MICHAEL APPIAH
- 30. NANA AKOSUA AGYAPOMAA KESSIE
- 31. NANA AMPONSAH-BAAH
- 32. NII AYIKWEI CODJOE
- 33. PAPA DANSO ANIM-SACKEY
- 34. PATRICK SAM
- 35. RAZAK IBRAHIM
- 36. REDEEMER KWESI AFADI
- 37. REGINA NANA AMA DWAMENA YEBOAH

- 38. SAMUEL ADJEI BOATENG
- 39. SARAH AMAANYA
- 40. SERWAH AKOTO ASARE-TWEREFOUR
- 41. SPENDILOVE NUAMAH
- 42. STEPHEN OGBEH
- 43. WINNIFRED TEKYI
- 44. YAW APPIAH
- 45. ZULFAWU MOHAMMED

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- ABENA YEBOAA
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- 4. BARBARA BAIDOO
- 5. BELINDA PINKRAH
- BENEDICTA MAAME EFUA ABROKWA
- 7. BENJAMIN LARTEY
- 8. DANIEL ANIM OWIREDU
- 9. DANIELLA ADWOA ADOMAH
- 10. ELIZABETH VIDUKU
- 11. EMMANUELLA SEKYI
- 12. ERASMUS EDMUND DWAMENAH ADONTENG
- 13. ERIC AWUDI
- 14. EUGENE NII ARMAH KOMEY
- 15. FAUSTINA MACLAR
- 16. FEDORA ASIEDU SARKODIE
- 17. FELICIA OUAINOO
- 18. FLORENCE COBBLAH-MENSAH
- 19. GLORIA SARFO ABABIO
- 20. GYAMFUA KAKRA AMANIAMPONG
- 21. HANNAH ROSELYN KWOFIE

- 22. HARUNA HANAAT
- 23. IVY SELASE SAANCHI
- 24. JACOUELINE NANA ABA JONES
- 25. JEFFREY OSEI-ASAMOAH
- 26. JEMIMA MAKU ADJEI
- 27. JESLOVE SIKA ANDOH
- 28. JOSHUA PAYNE
- 29. MEMUNA ABIBU
- 30. MILDRED OSEI-TWUM
- 31. NANA KWASI KUMI
- 32. PEACE VINCENT
- 33. PHAREXLYN AGYEMAN-AGYEKUM
- 34. PHOEBE MAWUENA ASHIAGBOR
- 35. REBECCA ADADZEWA NEWTON-KWOFIE
- 36. RUTH ARABA WOODE
- 37. SALIM AHMED IDDRISU
- 38. SELINA BAIDOO
- 39. SOLOMON ACHEAMPONG
- 40. THELMA CAROLINE NANA YAA OBENG
- 41. WENDY AMUSHIETU NANFURI
- 42. YAA ANANE NYARKO



#### **PASS**

- 1. DOREEN OWUSUAA OWUSU-ACHAMPONG
- 2. ESTHER GUNDONA
- 3. FLORENCE MARTHA NYANDEMOH
- 4. GILDA OWUSUKWALLAH
- 5. GLADYS KULBONG DUNCAN
- 6. HAJIA ALIMAH
- 7. HILDA ELIKEM VEOGBORLO
- 8. ISSAH HABIBU
- 9. JOSEPHINE DAVOH-YEBESI
- 10. JOSEPHINE NTIM
- 11. KENDEY JAHANI
- 12. MAAME ADJOA ANSAH ADDO

- 13. MARGARET AMA HELECHY
- 14. MARGARET DARKOA NTIFUL
- 15. MARIAN OBENG-DARKO
- 16. MERCY AKUA DAMPARE
- 17. MOHAMMED RASHAD YUSIF
- 18. PATRICIA ABOAGYEWAA
- 19. SARAH BOSOMAH KYERAA
- 20. SHELTER SELASIE KPEDOR
- 21. VERA MAWUNYO KPOGO
- 22. VIDA SERWAA
- 23. YVONNE KWAKYEWAA DEBRAH

#### **MASTER OF MARKETING**

#### DISTINCTION

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- 2. JOSEPH ANNAN SACKEY
- 3. LOIS ANING

#### MERIT

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- 2. GORDON AMO
- GRACE ABENA AGORIGO
- 4. HABIB SHAIBU ISSAH
- 5. HELENA LARTEY
- 6. JUSTINA OKAI ASANTE
- 7. LARRES KODZOVI AKPAKI
- MAAME AFIA FOSUA OFORI-YEBOAH

- MARGARET AFUA TEKPOR
- 5. MUHIBA AMIDU
- NANA ADWOA TWUMWAA AWUAH-BOAKYE
- 10. RUTH OSEI
- 11. SARAH AWUNI
- 12. SOPHIA MARJDUAB
- 13. THELMA ADZO ASHIAGBOR
- 14. WENDY SENAM ADDOGOH

#### **PASS**

RANSFORD GEORGE MENSAH

#### **MASTER OF PROJECT MANAGEMENT**

#### DISTINCTION

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- 2. ABIGAIL ABAN TETTEH
- 3. AGNES ABA EWOOL
- 4. DAWKIN ELORM WEGBE

- 5. HILDA HANSON
- 6. KWESI ASIAMAH ACQUAH
- 7. PETER AGBESI ADIVOR
- 8. RUTH KUMAH

#### **MERIT**

- 1. ABDUL RAZAK ADAMU
- 2. ABIGAIL FOSUWAA ADDAI
- 3. ALEX AGBAVITOR
- 4. ALEX ODURO
- 5. AMANDA OKINE
- AMY-ESTHER ATTAKORA ADDO
- 7. ANITA GYAU
- 8. ANNE-MARIE ADOMAH
- 9. ANTHONY OFORI AIDOO
- 10. BALDWIN ALBERT ADDO
- 11. BARBARA BOAMAH AMOABENG
- 12. BENEDICTA BOAFOA DEGOLO
- 13. BERNARD ACHEAMPONG
- 14. BERNICE DANSO
- 15. BRAIMAH ISSIFU
- 16. BRIDGET AKUA EKOR
- 17. CELESTINA AKOSUA ADU
- 18. CHRISTABEL BRAINOO
- 19. CHRISTIAN GBEKU
- 20. CLEMENT OKWAN
- 21. CLINTON GYAMFI BROWN
- 22. COLLINS BRIGHT MENSAH

- 23. DANIEL KUDZO-NORSAH
- 24. DANIEL KWADWO BOATENG
- 25. DANIEL OHENE-ADU
- 26. DAVID ASARE KOFI NYARKO
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- 91. LINDA AGYEIBEA YEBOAH
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- 95. LOUISA AKORFA ASAMOAH
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- 106. NAANA BOATEMAA NIMPONG
- 107. NANA KOBINA ENNUSON
- 108. NANA OBENG ADU-AGYEI
- 109. NAOMI OKUMKO
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116.	PERPETUAL BUCKMAN	137.	SANDRA BOATEMAA BOACHIE
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118.	PREMPEH AGYEMAN OSEI TUTU	139.	SANDRA OPOKU MENSAH
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126.	REGINALD ARCHIBALD YAMDAAN YINGURA	147.	SYBIL ESINAM OPARE
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128.	RENEE AIDOO ODONKOR	149.	TINA YEBOAH
129.	RICHARD YEBOAH	150.	VANESSA AVIELE SUMANA
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131.	ROLAND RANDY CHINEBUAH	152.	WISDOM KOMLA SENYO

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2.	ALI HASHIM HASHIM	9.	JOHNSON AGBESHIE ADJAHO
3.	ELIJAH KORANTENG	10.	MAVIS AKORFA AGYEMANG
4.	EMMANUEL GYABENG	11.	ROSEMARY OTENG
5.	FRANCIS AKOWUAH	12.	SALOME AFIBA ASSAN
6.	FREDRICK OKO AMARTEY	13.	SEYRAM YAWO SENU
7.	HALSEY ISRAEL MAC-EDDY	14.	SULEIMAN HUSSEIN



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5. CARISTER CLARA BAAH QUAINOO

6. DAVID ASARE ADUAMAH

7. DOUGLAS KIZZITO ESSEL

8. EDWARD ASAMOAH AHENKORAH

9. ELIZABETH TURKSON

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11. GERALD AMPONSAH

12. GERTRUDE OKYERE

13. GODWIN ANSAH

14. GRACE OFOSU

15. IBRAHIM K KIAZOLU

16. IRENE APPIAH OFORI

17. IRIS AKUA BOATEMAA BOATENG

18. ISAAC AWOTWI

19. JANET AKORFA ASAMOAH

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21. JOSEPH AYIKU

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7. SARAH ADWOA OWUSU

8. WINIFRED ATIASE



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2. Dorcas Otchere Arkorful

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3. FELIX ANDY PINTO

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3. GIFTY NTRIWA OSEI

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2. NANA YAA OPAREBEA OFORI-PARE

3. PRINCESS OSEI BONSU

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2. KOW ABEKAH KOOMSON



- 1. EVANS KYEREMATENG FOSU
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- 4. FADILA AMADU
- 5. FORSTER AWUKU
- 6. JONAS TOGYENI MBA
- 7. KWAME FORSON

- 8. LYDIA ANOKYE
- MAAME TAKYIWAA OPARE DARKO
- 10. NICHOLINA NAA KAALEY ASHIANOR
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- 13. SHANNON ABROSO KWOFIE
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- 2. DAVID KWEKU AWUKU
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- 4. MANUELLA BOAHEMAA DICKSON
- 5. MESSAN DODJI MAWULE

- MONALISA MAUD ADDO
- 7. NANA OTU ABBAM
- 8. SARAH DEEGBE
- WUNI YAHAYA ABDUL-WAHID

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- 3. JULIUS OPARE TABIRI
- 4. MAKAFUI YAO MENSAH AMEZAH
- 5. NANA BEMMA KOOMSON
- 6. STEPHEN KWEKU BENSON

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- 2. DEBORAH OFORIWAA ADDO
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- 2. DAUDA SUMAILA
- 3. DAVID KWAME OTU
- 4. DUKE DZIDZOR ADUKONU
- 5. FELIX BRIGHT OFOSU
- 6. FIIFI EHURAN GAISE
- 7. JENNIFER DUGBATEY
- 8. KELVIN KONADU YIADOM
- 9. KWAME AGYEI-ABABIO

- 10. LOVE KPEH
- 11. MERCY AMAAR NAADU LARYEA
- 12. MICHAEL KWAKU AKPETEY
- 13. NICHOLAS KWESI KODZO
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### **GIMPA LAW SCHOOL**

### **MASTER'S DEGREE**

### **LLM - INTERNATIONAL CRIMINAL LAW AND JUSTICE**

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- 3. STEPHANIE MAAME AMA YALLEY
- 4. ZENNAIRA ADUM-ATTA

- 5. JENNIFER POKUA KYERE
- 6. LINDA ANIBRIKA
- 7. KWADWO OFORI-ATTA
- 8. NANA ESI MANSAH AKROWAY

### **PASS**

- CHRISTIANA OPPONGWAA
- 2. HAWA IBRAHIM

ELIZANE SIKA OSEI

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- 6. YAW BINEY-AGGOR
- 7. JANE WILLIAMS
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- NANA POKU KOFFIE
- AMANDA AMMA AMORKOR AMARTEY
   BARBARA BEVERLY BROWN

- 1. KWAME OWUSU DANSO
- 2. SUNRISE LEOCARDIA ADIKAH
- 3. PAPA KOJO PINTOH GYEBI
- 4. TETTEH NETTEY
- 5. SAHR SAMUEL DANIEL BANGURA
- 6. AGNES AKURIKURI NYARKO
- 7. DZIDZOR JANE AWUDI

- 8. ELORM KODZO MAWULIKEM
- DERRICK AGYENIM-BOATENG
- 10. ERICA ADOBEA APPIAH
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- 3. ELENA MALCALM
- 4. NANA ESI SAFOAH
- RENATE AMA DZODZOMENYO

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4.	CHARLES ANDERSON	14. PAA KWESI ESSONH ABAKAH BONNEY
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- 7. ENOCH LARYEA
- 8. HANNAH OFOSUAH ASARE
- 9. JONATHAN NIBELLE

- 10. JOSEPH KWADWO-AGYEI BOADU
- 11. JOYCELYN AMA OTENG ADU
- 12. KEN KWAKU ANKU
- 13. KESSEWA OWUSU-TWENEBOAH BAWUAH
- 14. LOUIS OHENE OFFEI
- 15. MUFEEDA NWUNBOHI ABUKARI
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ONYINA ASENSO

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- 7. ISAAC OBENG ANDOH

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- 12. WILLIAM KOFI OKYERE
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- 2. ANTOINETTE RAMATU WUMI
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- 5. CHARITY TANDOH
- 6. DAISY ELIKEM HUNU
- 7. DERRICK QUARTEY
- 8. DORCAS TRACY DOVE

- 9. EBENEZER NII ODENKEY ABBEY
- 10. EMMANUEL AMOAKAH
- 11. ESTHER ANYORMISI
- 12. FELIX ADEGAH
- 13. FRANCIS ASIEDU
- 14. GLORIA DIAKA
- 15. GLORIA ANSAH OWUSU
- 16. HANNAH ARHIN



- 17. HIKMA BASHIRU IBRAHIM
- 18. IGNATIUS AKWASI AMANKWAH
- 19. INNOCENT OSEI-OWUSU
- 20. JAMES OWUSU BOAKYE
- 21. JENNIFER BOATENG
- 22. JERRY GBAGBO
- 23. KAREN STEPHANIE BENNEH
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- 25. KWAME ATIEMO BOIH-ADDO
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- 34. PORTIA SARKODIE
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- 38. RICHLOVE BADU ADEPA
- 39. RITA SEKYI-AIDOO
- 40. SARAH SEKPEY
- 41. SHARON OHENEWAA BAAH
- 42. SYLVIA BAABA YANKEY
- 43. THERESA BINEY
- 44. WALTER DRAYI
- 45. ZAINAB HAMZA

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- 2. AKOSUA SAAH BUCKMAN
- 3. BRIDGET NANA YAA WILSON
- 4. EBENEZER FORSON APPIAH
- ESTHER NKRUMAH

- 6. JOSEPH MENSAH OSEI
- 7. MARTHA ZAABORG
- 8. MAVIS AMA-HENEWAA DARKO
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- 6. GRACE MERTHAMON VITASI
- 7. GULLIT MARTIN GAISIE
- 8. KELVIN SENYO TANSON
- 9. PORTIA SINTIM

- 1. ABASS KUNAMSI
- 2. ABENA DUKU
- 3. ABIGAIL ADOLEY OMARI
- 4. ABIGAIL DEWI KORDA
- 5. ADJOA FORDJOUR
- 6. AMA AMISSAH
- ANGELA ADOMAH APENTENG
- 8. BADARIA TUNGTEIYA BAWA FUSEINI
- BELINDA BOATEMAA KWARTENG
- 10. BENEDICT KANYIRI
- 11. BENEDICTA AFRIFAH BAAH
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- 14. CHRISTABEL AYIM BAAH
- 15. CHRISTIANA EKUA OPOKU
- 16. CYNTHIA AMOAH
- 17. DZIFA ANYAH
- 18. EDNA AFUA TELEY MENSAH
- 19. ELORM AWUSHIE HAMENOO
- 20. EMMA BREW ABAIDOO
- 21. ENOCH ADDO-SARKODIE
- 22. ENOCH AMUDZI
- 23. EUGENIA ADZAFI
- 24. EVELYN HLORDZI
- 25. GLORIA AFIA KOBI AFRIYIE
- 26. GRACE ACKON
- 27. HERO DEI-ALORSE
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- 30. JOSEPH AMAMOO
- 31. JOSEPH BOHAM
- 32. JUDITH HACKMAN

- 33. JUSTINE EWORYI
- 34. KENNETH KOFI AMEVOR
- 35. KWABENA AGYEI ASIEDU ASANTE
- 36. LAWRENCIA KORSHIE LAMPTEY
- 37. LAWRENCIA SOGLO
- 38. LILIAN ARABA PRAH
- 39. LOUISA ESINAM BROWN ABREFA
- 40. MABEL BOATEMAA DONKOR
- 41. MABEL DONKOR
- 42. MAGDALENE YAWA OFORI
- 43. MARIE FRANCOISE DUSABIMANA
- 44. MAVIS AMENYEFIA AKOTO
- 45. MAVIS AMERLEY FRIMPONG OSEI
- 46. MICHAEL LARTE ASHITEYE
- 47. MILDRED MAAME ABA AGGERY-FYNN
- 48. NYAME-AYE ADOMA GAISIE
- 49. PAMELA SEWORDE ASIRIFI
- 50. PATRICIA ESHUN
- 51. PERCY OWUSU AWUKU
- 52. PORTIA FRIMPONG
- 53. RACHAEL HAMMOND
- 54. RAFIATU AMINU
- 55. RAYMOND KODJO KPORDZI GIDISU
- 56. RITA OPARE
- 57. SAMUEL BOSSMAN OUARM
- 58. SAMUEL SENI
- 59. SELORM KWASHIE TSRAKASU
- 60. SHAIBU IDDRISU ALPHA
- 61. SHEILA NIGRE
- 62. SOLISE MAWUSE GEDZE
- 63. VALERIA BERNICE ALLOTEY
- 64. WILHELMINA ABLA DIVINEWIL AFESI



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- 2. AKUA KORANTEMAA AKOTO
- 3. BERNICE CUDJOE
- 4. EMMANUEL KWAME DOGBO
- 5. GODLOVE ADAMS VANDEN-BOSSCHE
- 6. JOANA KAFUI LAWSON
- 7. REBECCA AKOSUA AMEKOENYO
- 8. ROSEMOND ASANTE

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- 4. BAABA MANSA CATO
- 5. BARBARA POBEE
- 6. BASIRA CHIFADO ABUBAKAR
- 7. BEATRICE APPIAH
- 8. BENJAMIN ATO AFFUL
- 9. BENJAMIN MENSAH
- 10. BISMARK OWUSU
- 11. BRIDGET DOE-TSINIGO
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- 42. JOHN MAWI
- 43. JOSEPH MENSAH
- 44. JOYCELYN EYRAM ANKORA

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- 75. SARAH ESSILFIE
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- 78. SENA ADZO HUZEY
- 79. SHERIFA IBRAHIM IDDRISU
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- 29. SELMA YODA

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## SCHOOL OF TECHNOLOGY AND SOCIAL SCIENCES (SOTSS)

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- 12. SALLY AKOSUA GONYO
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4. EMMANUELLA BUERKI NELSON

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- 6. MICHAEL TAWIAH BERKO
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## BACHELOR OF SCIENCE IN INFORMATION AND COMMUNICATION TECHNOLOGY

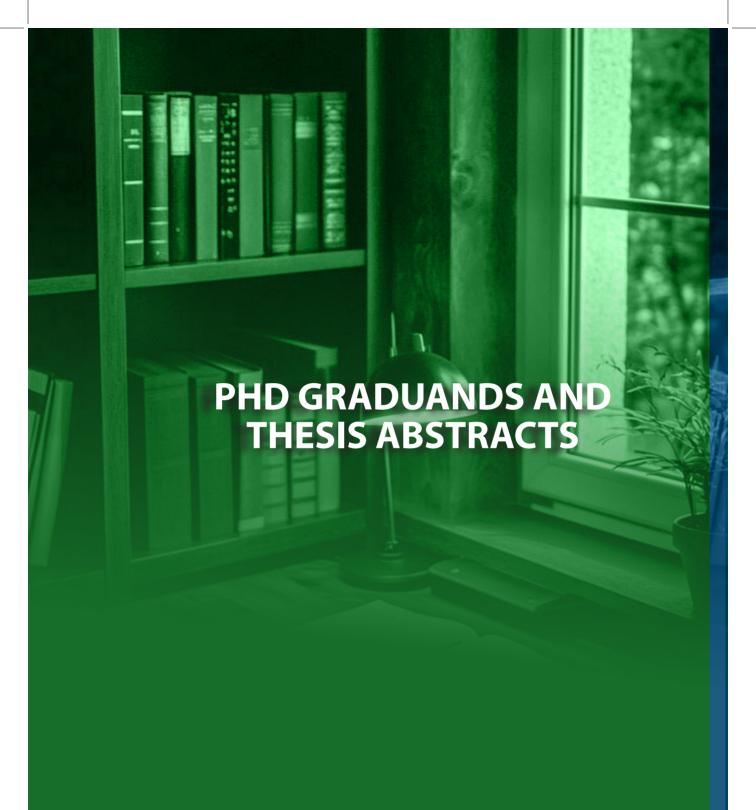
### SECOND CLASS UPPER DIVISION

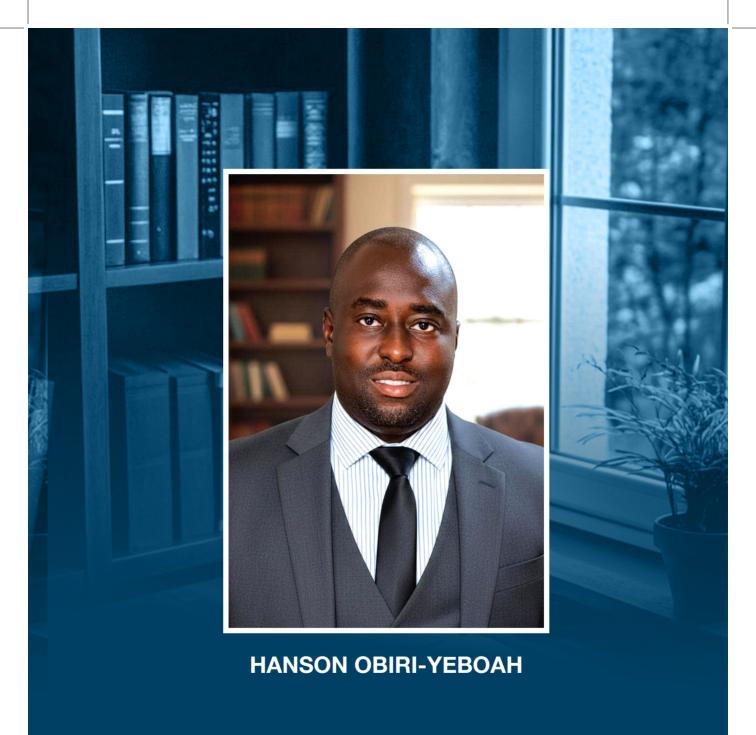
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- 4. RICHMOND KWASI AGBENYEGAH
- 5. SULEMAN MUTTALIB ZAKARI







FULL NAME	HANSON OBIRI-YEBOAH	
PROGRAMME	Doctor of Philosophy in Business Administration (Supply Chain Management)	
THESIS TITLE	Supply Chain Management Practices and Organizational Performance of Manufacturing Small and Medium Enterprises (SMEs) from an emerging economy. The mediating role of Supply Chain performance	
NAMES OF	1. Prof. Charles Amoatey (Main Supervisor)	
	.,	
SURPERVISIORS	Prof. Adwoa Yirenkyi-Fianko (Co-supervisor)	

### **Thesis Abstract:**

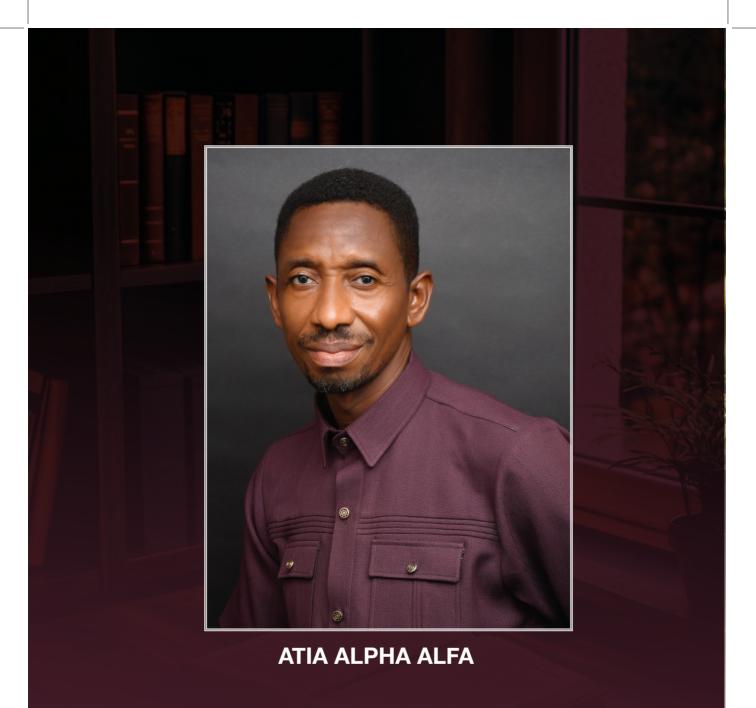
This study assesses the impact of Supply Chain Management Practices (SCMP) on the performance of manufacturing Small and Medium Enterprises (SMEs) in the burgeoning economy of Ghana, utilizing Supply Chain Performance (SCP) as an intermediary. The investigation explores the interplay among SCMP, SCP, and Organizational Performance (OP) within manufacturing SMEs in the Greater Accra Region. The study's theoretical underpinnings are based on the Resource-Based View (RBV) and Relational View (RV) theo-

ries, which provide insight into the relationships between SCMP, SCP, and OP. Comprehensive metrics for SCMP, SCP, and OP were derived from an extensive review of authoritative literature. Subsequently, a questionnaire was administered to gather data from 454 participants. This data was analyzed using Partial Least Squares (PLS)-based Structural Equation Modeling (SEM). The analysis revealed that three dimensions of SCMP - customer relationship, postponement, and strategic supplier relationship - significantly influence OP,

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whereas information sharing and logistics integration do not. Furthermore, the study found no mediation effect of the four mediators (Delivery, Quality, Reduced Cost, and Flexibility) on the relationship between supplier relationship, postponement, customer relationship, and OP. However, all SCP dimensions fully mediate the relationship between logistic integration, information sharing, and OP. Theoretically, this study contributes to supply chain management literature by providing empirical evidence on the differential effects of SCMP dimensions on organizational outcomes, revealing that not all supply chain practices have direct performance impacts in SME contexts. The study extends the RBV and RV theories by demonstrating the conditional nature of supply chain resources and relationships, particularly showing that certain practices require mediating mechanisms to translate

into organizational benefits. Practically, the findings suggest that manufacturing SMEs should prioritize investments in customer relationship management, strategic supplier partnerships, and postponement strategies for direct performance gains, while recognizing that information sharing and logistics integration require complementary capabilities in delivery, quality, cost efficiency, and flexibility to enhance organizational performance. To improve supply chain competitiveness and ease information exchange, manufacturing SMEs should be encouraged to use and make use of cutting-edge collaboration technologies like extranets and satellite systems. To have a significant effect on the effectiveness of the entire system, SCM practices should not be implemented in isolation but rather integrated with other related activities.



FULL NAME	ATIA ALPHA ALFA	
PROGRAMME	Doctor of Philosophy in Business Administration (Marketing)	
THESIS TITLE	<ol> <li>Micro-level Corporate Social Responsibility and Citizenship behaviors: the role of person- organization fit and customer-based corporate reputation.</li> </ol>	
	organization fit and customer-based corporate	

### **Thesis Abstract:**

espite the substantial academic and policy attention devoted to Corporate Social Responsibility (CSR), research examining how micro-level CSR shapes citizenship behaviours among employees and customers remains relatively limited. It is acknowledged by extant scholarship that the practice of CSR at the micro level, with a focus on individual employees or customers, has the potential to engender a range of positive outcomes. Such outcomes may include enhanced employee engagement, stronger organisational commitment, and improved customer satisfaction. Nevertheless, a significant gap remains in our understanding of the mechaconsists through which employee-focused CSR influences customer citizenship behaviour, particularly within service-oriented sectors, where employee-customer interactions play a critical role. The present study aims to address this gap by integrating insights from Social Exchange Theory, Organizational Support Theory, and Signaling Theory in order to explore the dynamic interplay between micro-level CSR initiatives and citizenship behaviours.

The current study was conducted in accordance with the theoretical frameworks outlined above, with the objective of investigating the manner in which em-

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ployees' and customers' perceptions of CSR initiatives influence their voluntary extra-role behaviours. Specifically, the research examined Person-Organization Fit and Customer-Based Corporate Reputation as key mediating variables that could explain how CSR translates into positive behavioural outcomes. A randomised sample of 385 employees and 770 customers was drawn from organisations within the banking and telecommunications sectors, where relationship-building and service quality are of critical importance. The structural equation modelling (SEM) approach, utilising the statistical software SPSS AMOS, was employed to assess the hypothesised relationships and mediation pathway-The findings yielded several significant insights. The present study hypothesises that employee-focused CSR is a strong predictor of person-organisation fit and employee citizenship behaviour. When employees perceive their organisation as socially responsible and supportive, they are more likely to feel aligned with organisational values. This, in turn, encourages them to engage in behaviours

that extend beyond their formal job requirements. Conversely, the study established that customer-focused CSR has a substantial impact on customer-based corporate reputation and customer citizenship behaviour. Customers who perceive an organisation as responsible are more likely to evaluate its reputation more positively, increasing their willingness to engage in supportive behaviours that benefit the company.

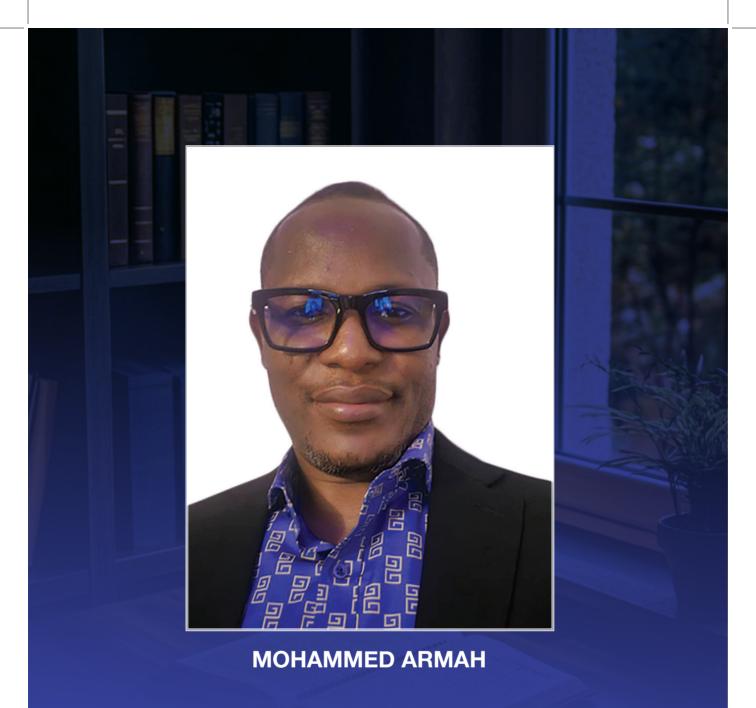
The mediating roles of Person-Organisation Fit and Customer-Based Corporate Reputation were also confirmed. The present study examined the relationship between employee-focused CSR and Employee Citizenship Behaviour, with a particular focus on the role of Person-Organisation Fit in mediating this relationship. The findings indicated that value congruence is a significant driver of employee discretionary behaviour. In a similar manner, the study found that customer-based corporate reputation played a mediating role in the relationship between customer-focused CSR and Customer Citizenship

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behaviour. This suggests that CSR enhances customer citizenship to a large extent through improved reputation perceptions. It is also worthy of note that the study identified cross-level effects, whereby employee-focused CSR exerted an indirect influence on customer citizenship behaviour through the medium of employee citizenship behaviour. This finding demonstrates a behavioural "spillover" from employees to customers.

This research makes a significant contribution to the fields of Social Exchange Theory and Organizational Support Theory. It demonstrates that employ-

ee-focused CSR can indirectly influence customer behaviour by exerting a positive impact on employees. Furthermore, it extends the theoretical framework of Organizational Support Theory to the domain of customer behaviour, elucidating the impact of perceived organisational support signals on customer actions. The findings emphasise the significance of enhancing employee-customer interactions, as favourable exchanges promote the dissemination of citizenship behaviours across the service boundary



FULL NAME	MOHAMMED ARMAH	
PROGRAMME	Doctor of Philosophy in Business Administration (Finance)	
THESIS TITLE	Macro-Financial Imbalances and Systemic Risk in Brics Economies: Analysis of frequency-dependent and asymmetric causal nexuses	
	asymmetric caasar nexases	

### **Thesis Abstract:**

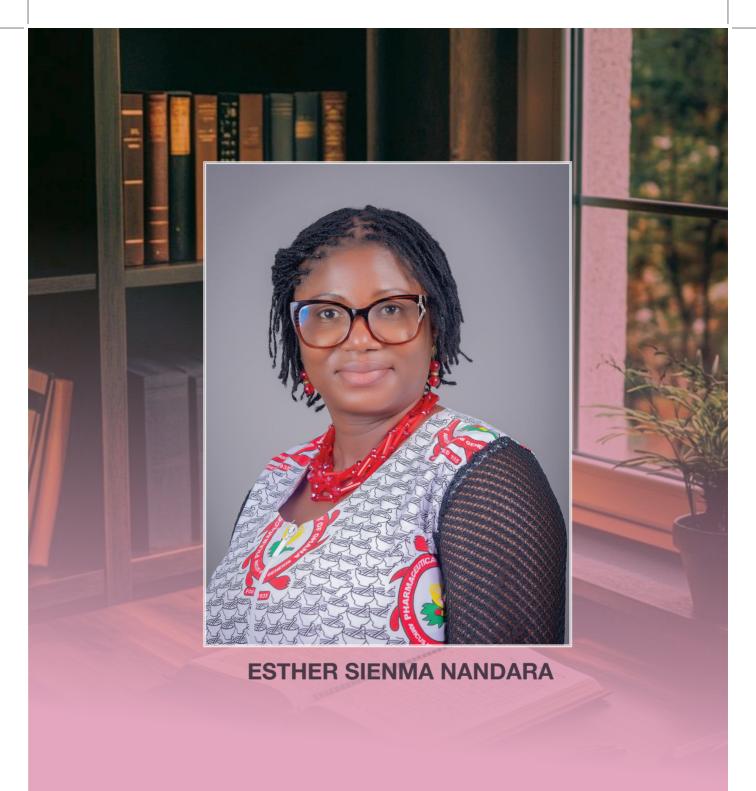
hesis Abstract: BRICS economies play a pivotal role in the global economy due to their significant contributions to trade, investment, and growth. However, these economies are increasingly vulnerable to macroeconomic instability and systemic risk, both of which undermine economic resilience and stability. Macro-financial imbalances such as elevated debt levels, current-account deficits, inflation pressures, and widening output gap are not only reflective of internal economic vulnerabilities but also amplify the risks of financial stress, manifested through market volatility, liquidity shortages, and systemic shocks.

The interaction between financial stress and macroeconomic imbalances creates endogenous feedback loops that intensify vulnerabilities, heighten crisis susceptibility, and prolong recovery cycles. Despite the significance of these issues, this interaction remains insufficiently explored, particularly in the context of recent global shocks. To understand the relationship between nexus at different time scales, thus enabling timely and policy intervention, the study employs a novel asymmetric, noise-reducing-domain ICEEMDAN-based fixed parametric model supplemented by a time-varying vector autoregressive model, wavelet



coherence, cross-quantilogram, and quantile connectedness to investigate the dynamic relationship between macro-financial imbalances and systemic risk within BRICS economies. Empirical findings reveal that financial stress and macroeconomic imbalance in BRICS exhibit both frequency-dependent and asymmetric linkages, shedding light on the mechanisms underlying financial contagion and market instability in BRICS nations. Specifically, deteriorating financial conditions are linked to heightened macroeconomic instability, whereas periods of low stress correspond to improved macroeconomic conditions. The results underscore the need to strengthen the macroeconomic frameworks, with inflation serving as a

critical nominal anchor and a focal point for overarching policy coordination. Proactive monitoring and timely responses to the accumulation of financial imbalances are essential to prevent systemic disruptions. The study recommends that policymakers should adopt fiscal and monetary measures that promote sustainable economic growth, reduce debt dependency, and maintain a balanced current account to mitigate financial vulnerabilities. Finally, policymakers should implement adaptive macroprudential measures tailored to market-specific. By addressing these critical issues, this study advances the global discourse on economic stability and systemic risk management in emerging markets





FULL NAME	ESTHER SIENMA NANDARA	
PROGRAMME	Doctor of Philosophy in Business Administration (Supply Chain Management)	
THESIS TITLE	The Effect of Supply Chain Integration on Public Hospital Efficiency: The Role of Organizational Learning	
NAMES OF SURPERVISIORS	<ol> <li>Prof. Ebenezer Adaku (Main Supervisor)</li> <li>Dr. Emmanuel Amikiya (Co-Supervisor)</li> <li>Dr. Enock Sackey (Co-Supervisor)</li> </ol>	

### **Thesis Abstract:**

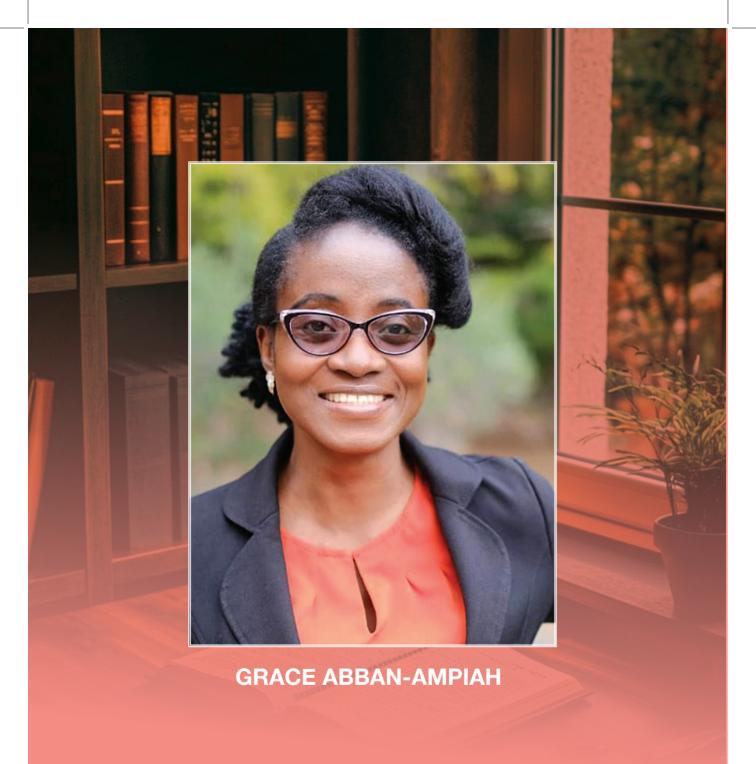
ncreasing healthcare costs and demand for quality services are major challenges for hospitals in Sub-Saharan Africa, prompting efforts to improve efficiency through supply chain integration. While studies, mostly in manufacturing, suggest integration boosts efficiency, evidence remains mixed. This study examines the impact of supply chain integration on the efficiency of public hospitals in Ghana, a country in Sub-Saharan Africa, with a focus on internal, supplier, and customer integrations. It also explores how organizational learning (exploratory and exploitative) influences the relationship, building on research that links supply chain integration with

learning, which in turn boosts efficiency. Grounded in Dynamic Capability and Transaction Cost Economics Theories, the study uses a multi-method approach, focusing on procurement planning for medical products used in operating theaters. It employed a stratified random sampling to collect quantitative data from 118 public hospitals, comprising teaching, regional, and district hospitals across the country, and semi-structured interviews to collect qualitative data from 10 purposively selected hospitals in Greater Accra. NVivo 14.0 software was used for thematic analysis, identifying key themes such as information exchange and engagement, coordina-

## GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION

tion, collaboration, IT integration, feed-back from patients, and strategic supplier partnerships. Structural Equation Modeling (SEM) analysis showed that internal and supplier integrations positively impact hospital efficiency, while customer integration had no significant effect. Additionally, only exploitative learning partially mediates the relationship between internal integration and hospital efficiency. The study advances theory, particularly Transaction Cost Economics Theory, by demonstrating that efficiency in Ghanaian public hos-

pitals is shaped by supply chain integration as it reduces transaction costs. Further, supply chain integration enhances the ability of public hospitals to adapt and reconfigure resources in the interest of efficiency, thereby extending the validity of the Dynamic Capability Theory to a developing economy and a less-researched environment. The study also provides practical guidance for policymakers and healthcare practitioners aiming to optimize hospital efficiency in developing and resource-constrained regions.



FULL NAME	GRACE ABBAN-AMPIAH	
PROGRAMME	Doctor of Philosophy in Business Administration (Human Resource Management)	
THESIS TITLE	Enhancing Leadership Training Programmes: Towards an Evaluation Centred Framework	
NAMES OF	Professor Martin Morgan Tuuli (Main Supervisor)     Dr. Ama Morrison. (Co-Supervisor)	
SURPERVISIORS	2. Di. Ania Morrison. (Co Supervisor)	

### **Thesis Abstract:**

rganizations continue to invest significantly in leadership training, yet there are still issues with conducting training evaluations. Ghana is no exception. One major issue is the lack of a comprehensive evaluation of the training process. This study develops and validates an evaluation-centred framework to enhance leadership programmes in Ghanaian settings. This study uses systems theory, a well-established evaluation theory, and logic model perspectives to examine the shortcomings in existing frameworks for training design and evaluation, particularly the absence of evaluation at every stage of the leadership training process.

This study utilizes a qualitative case study methodology. Document analysis, observations, and interviews were used in the data collection from two public and one private sector organisations. Expert training designers, facilitators, trainees, and their immediate supervisors participated in this study. The researcher was involved in all stages of the training, from analysis to impact evaluation.

The findings show that Ghanaian organisations mainly use the ADDIE framework (Analysis, Develop, Design, Implement, and Evaluate) when developing leadership training programmes Another

finding is that organizations do not do comprehensive evaluations of their leadership training. This research describes and validates a new evaluation-centred framework to improve leadership training programmes. Four major findings emerged, including global collaboration, document review, benchmarking, and customization of training with both country-based and foreign-based training programmes.

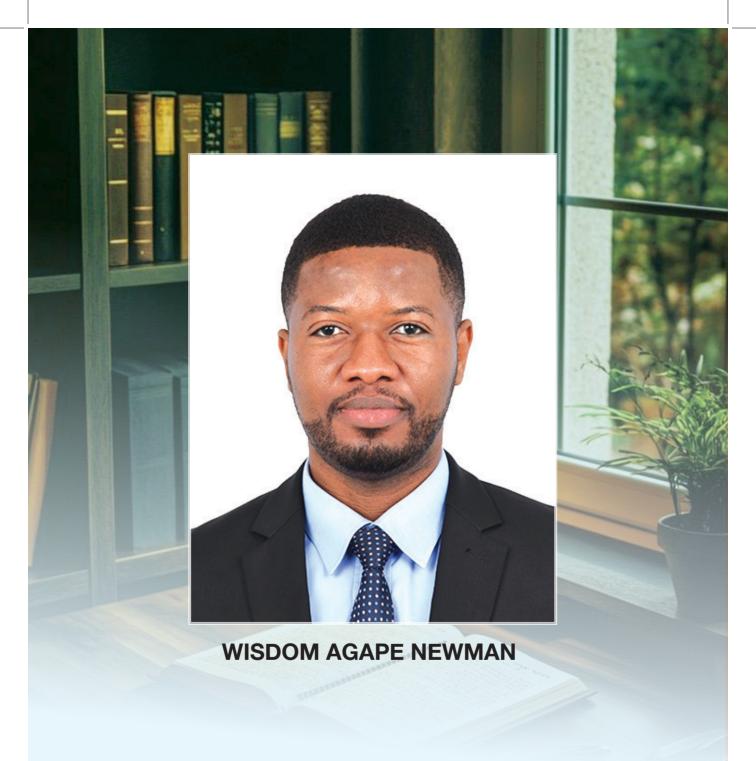
Other findings include the use of context-based delivery methods and open and customized enrollment approaches in leadership training. Based on this study's findings, a more comprehensive approach, specifically an evaluation-centred framework is recommended for HR practitioners, government agencies, and leadership training institutions. This evaluation-centred framework constitutes all the elements to ensure context-specific and continuous enhancement of leadership training programmes. The evaluation-centred framework constitutes five components, including analysis, design, development, implementation, and impact evaluation,

and incorporates evaluation at each of these stages.

The evaluation-centred proposed framework was validated using field experts for feedback on its feasibility for enhancing leadership training programmes. Different organizations from those used for the initial development of the framework were involved. In all, seven private and five public sector organizations were used for the validation of the evaluation-centred framework. An exploratory survey including open and closed questions was used to gather information on the feasibility of the evaluation-centred framework for enhancing leadership training. The validated findings from the experts confirmed the framework's practicality, the completeness of the recommended steps, and its strengths and weaknesses. A sixstep "enhanced stage" was incorporated into the revised evaluation-centred framework to enhance leadership training programmes.

In conclusion, this study contributes both theoretically and practically to the

field of leadership training development and evaluation. It develops and validates a context-specific, evaluation-centred framework grounded in both practice and theory for enhancing leadership training programmes. Further, it also contributes to the limited studies in the literature on how comprehensive evaluation is conducted to improve leadership training. Also, this study demonstrates how HR practitioners, government agencies, and leadership training institutions track the value of investments allocated to the training they conduct for leaders. In addition, employing the evaluation-centred framework will equip them to design and evaluate leadership training effectively.



FULL NAME	WISDOM AGAPE NEWMAN
PROGRAMME	Doctor of Philosophy in Public Administration, Governance and Leadership
THESIS TITLE	Soft Power Politics, Ideology and Undertrading in Africa: A Game Theoretic Analysis
NAMES OF	Prof. Lord Mawuko Yevugah (Main Supervisor)
SURPERVISIORS	2. Prof. Yaw Agyeman Badu (Co-Supervisor)

### **Thesis Abstract:**

Intra-African trade remains the weakest of all regional trade blocs globally, despite decades of economic cooperation efforts and the recent establishment of the African Continental Free Trade Area (AfCFTA). Yet, the underlying political and ideological forces that sustain this persistent underperformance remain insufficiently theorized and empirically tested. This dissertation interrogates the problem of African undertrading by examining how soft power mechanisms particularly foreign aid and the liberal international economic ideology shape rational state behaviour in the global political economy. Anchored in the logic of the Prisoner's Dilemma, the study ar-

gues that African states face strategic incentives that often favour defection toward extra-African markets rather than cooperation within the region, resulting in suboptimal and collectively inefficient trade outcomes.

Adopting a Causal-Explanatory research design, the study employs Instrumental Variables Two-Stage Least Squares (IV-2SLS) and Instrumental Variables Generalized Method of Moments (IV-GMM) on a balanced panel of 34 African countries from 1996 - 2020. The empirical analysis yields three major findings. Firstly, foreign aid inflows to Ghana significantly reduce its intra-African trade: for each

unit of EU aid received, Ghana's exports to Africa fall by 0.699 units while imports decline by 0.761 units. Secondly, aid to other African countries exerts the opposite effect, increasing their imports from Ghana by 0.757 units and exports to Ghana by 0.351 units. These asymmetric results reveal a complex foreign-aid-induced realignment of trade incentives, where donor interests shape trade preferences in ways that undermine regional cooperation. Thirdly, the study demonstrates that the liberal economic ideology contributes substantially to Africa's undertrading: trade openness reduces Ghana's exports to African partners by 0.515 units, while external tariff barriers significantly enhance intra-African trade flows, suggesting that strategic protectionism rather than uncritical liberalization supports regional integration.

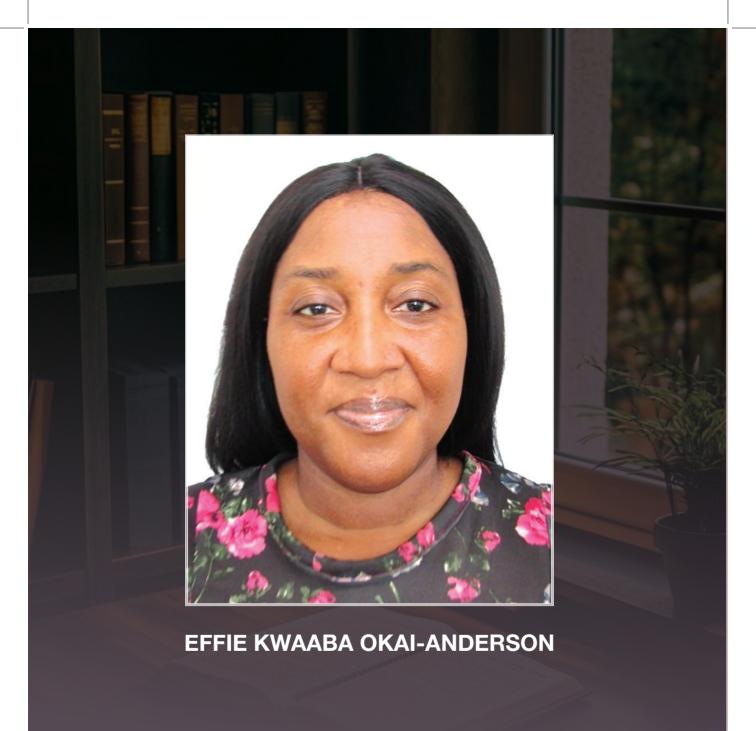
The contributions of the study extend beyond trade scholarship to the disciplines of public administration and political economy. By integrating behavioural assumptions of rationality and incentive-driven decision-making with game theory, the research reframes international trade as a public administration phenomenon shaped by institutional behaviour, political incentives, and strategic interactions. It adds empirical rigour to the conceptualization of the political economy approach to public administration by highlighting the practicality of its agenda of "thinking and working politically" in an economic environment. It reinforces the relevance of the behaviourist paradigm in explaining policy choices, and expands the political economy approach by highlighting how ideological commitments and soft power dynamics shape economic outcomes.

The study recommends that Ghana, ECOWAS, and the African Union establish a conditionality framework for foreign aid to prevent distortions to regional trade commitments. It also calls for a rebalancing of trade ideology, prioritizing African markets in national trade strategies, and integrating behavioural insights into regional policy design. Future research should disaggregate

aid-trade relationships by sector and broaden ideological indicators to deepen understanding of how political economy dynamics shape Africa's regional integration trajectory.

This dissertation provides a novel, em-

pirically robust, and policy-relevant explanation for Africa's persistent undertrading; one that emphasizes the interplay of soft power, ideology, and rational choice in the continent's pursuit of economic integration.



FULL NAME	EFFIE KWAABA OKAI-ANDERSON		
PROGRAMME	Doctor of Philosophy in Public Administration, Governance and Leadership		
	Gender Bias and Boardroom Dynamics in the Ghanaian		
	·		
THESIS TITLE	Public Sector: Exploring the Perceptions, Practices and		
	Coping Strategies		
NAMES OF			
	Prof. Yaw Agyeman Badu (Main-Supervisor)		
NAMES OF SURPERVISIORS			

### **Thesis Abstract:**

he purpose of this research is to explore board members' perceptions and experiences of gender bias, the coping strategies they employ, and the policies that could be developed to enhance gender equality within Ghana's public sector boards. Specifically, the objectives are to examine how gender bias influences board appointments and tenure, how perceptions of bias affect leadership in boardrooms, how gender diversity and personal behavioural styles shape the roles of board members, and how coping strategies and policies can be designed to address gender bias on public sector boards. A qualitative case study approach was adopted,

with data collected through interviews and document reviews. Using purposive and snowball sampling techniques, 37 participants were selected for the study. Data were managed with NVivo and analysed thematically through dialectic hermeneutic interpretation. The study yielded insightful findings. It revealed that, unlike female participants, most male participants neither reported personal experiences of gender bias nor observed discrimination against others. Appointments to public sector boards are largely determined by the President. Boards with greater gender diversity foster more inclusive committees, ensuring balanced representation of men

and women. Such diversity encourages the interplay of ideas, creativity, and synergy due to varied backgrounds and perspectives. However, societal norms and leadership expectations continue to shape boardroom dynamics, with men often expected to lead while women remain underrepresented. This imbalance influences leadership decisions and outcomes. To cope with gender bias, directors emphasized competence as the key factor in overcoming challenges, arguing that at higher levels of leadership, competence and contributions outweigh bias. The study further highlights that adopting social inclusion and anti-bias policies would ensure that all board decisions are guided by fairness and equity. These policies should aim not only at preventing damage control but also at promoting women's participation based on merit and competence. The study therefore recommends coping strategies such as developing emotional intelligence, building alliances, continuous preparation and personal development, assertiveness, prioritizing competence, and fostering mentoring relationships. In terms of policy interventions, it recommends the adoption of social inclusion and anti-bias policies, alignment with the National Gender Policy, and the appointment of gender focal persons within public sector institutions in Ghana.





# PRIZES 25TH CONGREGATION (DECEMBER 2025 SESSION)

### **INSTITUTE PRIZES**

1. BEST GRADUATE STUDENT FOR BUSINESS SCHOOL AWARDEE: ABIGAIL ABAN TETTEH

MASTER OF PROJECT MANAGEMENT - CGPA - 3.87

2. BEST GRADUATE STUDENT FOR THE SCHOOL OF PUBLIC SERVICE AND GOVERNANCE

AWARDEE: WILLIAM KOFI OKYERE

**MASTER OF PUBLIC ADMINISTRATION - CGPA - 3.89** 

3. BEST GRADUATE STUDENT FOR THE SCHOOL OF TECHNOLOGY AND SOCIAL SCIENCES

AWARDEE: ABDUL-RAHMAN SALIFU

**MASTER OF SCIENCE IN APPLIED MATHEMATICS -CGPA - 3.85** 

- 4. BEST GRADUATE STUDENT FOR GIMPA LAW SCHOOL
  AWARDEE: JASMINE ADJEI-MENSAH
  MASTER OF LAWS IN INTERNATIONAL TRADE AND BUSINESS
  LAW CGPA 3.91
- 5. OVERALL BEST GRADUATE STUDENT FOR THE 25TH CONGREGATION OF THE INSTITUTE (DECEMBER 2025 SESSION)

  AWARDEE: JASMINE ADJEI-MENSAH

  MASTER OF LAWS IN INTERNATIONAL TRADE AND BUSINESS

  LAW CGPA 3.91

## **SPECIAL PRIZES**

- A. SCHOOL OF PUBLIC SERVICE AND GOVERNANCE
- 1. Professor Lord Mawuko-Yevugah Excellence Award in International Relations & Diplomacy for the Best Graduating Student in the Masters in International Relations and Diplomacy programme

### **AWARD:**

- I. A Certificate
- Ii. Assorted Texts In International Relations And Diplomacy
- Iii. One-year Paid Membership Subscription of the International Relations and Diplomacy Network Ghana (Irdn Ghana) Totaling Gh¢ 2000.
- Iv. One-Year Junior Fellowship Status with The Centre for African Diplomacy and Global Engagement (Afro-Global).

AWARDEE: LORDINA OMANHENE-GYIMAH - CGPA 3.81

- **B. BUSINESS SCHOOL**
- 1. Dr. Adu Boateng Excellence Award for the Overall Best Graduate Student from the Business School

#### **AWARD:**

- I. A Certificate
- li. Cash Prize: Gh¢ 5,000
- Iii. Free Health Care At Any Branch of End Point Homeopathy Clinic Sponsored by Dr. Adu Boateng, Alumnus of GIMPA and CEO of End Point Homeopathy Clinic for One Year

**AWARDEE: ABIGAIL ABAN TETTEH - CGPA - 3.87** 



## 2. SPECIAL AWARD FOR THE BEST GRADUATE STUDENT IN PROJECT MANAGEMENT FROM THE BUSINESS SCHOOL

### **AWARD:**

i. A Certificate

ii. Cash Prize: Gh¢ 2,000

Sponsored by Prof. Charles Teye Amoatey

**AWARDEE: ABIGAIL ABAN TETTEH - CGPA - 3.87** 

# 3. PROF. SAMUEL FAMIYEH MEMORIAL AWARD FOR THE BEST GRADUATING STUDENT IN MANAGING OPERATIONS

This award is to honour the distinguished legacy of Professor Samuel Famiyeh, whose exceptional contribution to teaching, research, and mentorship in the field of Operations and Supply Chain Management has shaped generations of professionals and advanced the reputation of the GIMPA Business School.

#### **AWARD:**

i. A CERTIFICATE OF EXCELLENCE

ii. CASH PRIZE: GH¢ 2,000

iii. A SET OF BOOKS

Sponsored by GIMPA Business School

**AWARDEE: ANGELA MAABENA DAMOAH** 

### C. SCHOOL OF TECHNOLOGY AND SOCIAL SCIENCES

1. ENERGY ECONOMICS AWARD FROM THE SCHOOL OF TECHNOLOGY AND SOCIAL SCIENCES FOR THE BEST GRADUATE STUDENT IN THE MASTER OF SCIENCE IN ENERGY ECONOMICS PROGRAMME

### **AWARD:**

i. A CERTIFICATE

ii. CASH PRIZE: GH¢ 1,000

Sponsorsed by the School of Technology and Social Sciences

**AWARDEE: MICHAEL TAWIAH BERKO - CGPA 3.73** 

2. TECHNOLOGY AWARD FROM THE SCHOOL OF TECHNOLOGY AND SOCIAL SCIENCES TO THE GRADUATING STUDENT WITH THE HIGHEST CGPA IN THE DEPARTMENT OF COMPUTER SCIENCE AND TECHNOLOGY

### **AWARD:**

i. A CERTIFICATE

ii. CASH PRIZE: GH¢ 1,000

Sponsorsed by The School of Technology and Social Sciences

AWARDEE: ABDUL-RAHMAN SALIFU - CGPA 3.85 (MASTER OF SCIENCE

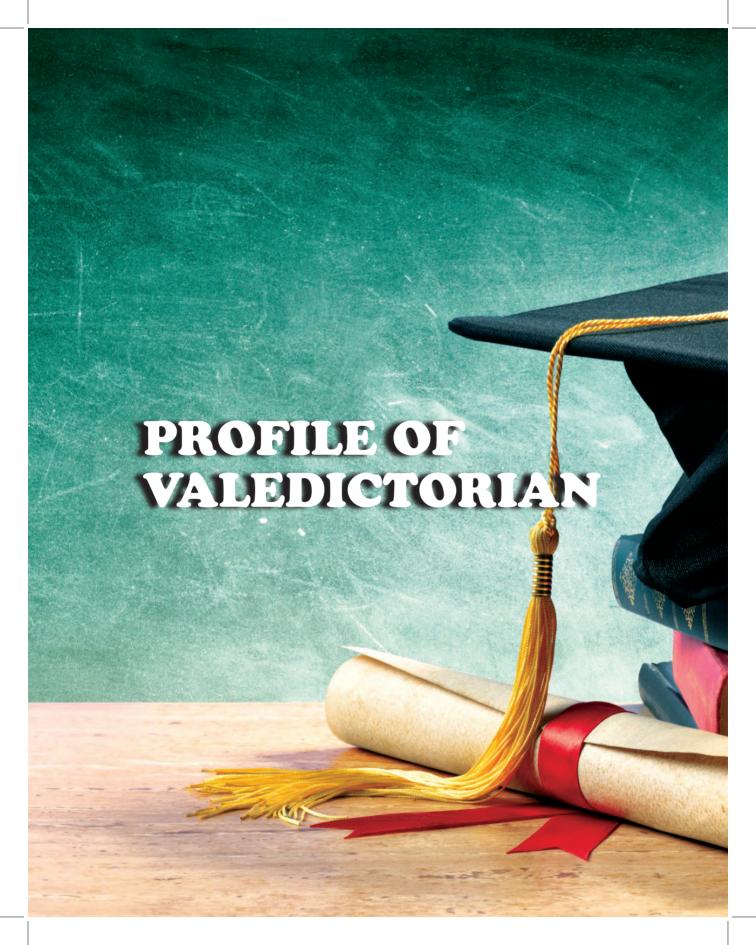
**IN APPLIED MATHEMATICS)** 



## **LIST OF BEST STUDENTS PER PROGRAMME**

NAME OF STUDENT	QUALIFICATION	CGPA	CLASSIFICATION
Abigail Aban Tetteh	Master of Project Management	3.87	DISTINCTION
Margaret Afua Tekpor	Master of Marketing	3.87	DISTINCTION
Thomas Kwesi Boateng	Master of Accounting and Finance	3.82	DISTINCTION
Ruth Ama Thompson	Master of Supply Chain Management	3.77	DISTINCTION
Nathaniel Twum Kwabena Ashong	MSc in Occup. Safety,Hlth & Environ Mgt	3.75	DISTINCTION
Jonas Togyeni Mba	Master of Business Administration - Project Management	3.73	MERIT
Erasmus Edmund Dwamenah Adonteng	Master of Human Resource Management	3.72	MERIT
Stephen Nortey	Master of Science In Development Finance	3.69	MERIT
Francis Kudjoe Dogbatse	Executive Masters In Business Administration	3.66	MERIT
Georgette Anoff	Master of Business Administration - Finance	3.63	MERIT
David Anderson	Master of Business Administration - Human Resource Management	3.59	MERIT
Makafui Yao Mensah Amezah	Master of Business Administration - Supply Chain Management	3.58	MERIT
Kwabena Asante Afriyie	Master of Business Administration - Marketing	3.53	MERIT
Daniel Ankrah	Master of Business Administration - Accounting and Taxation	3.41	MERIT
Jasmine Adjei-Mensah	Master of Laws (LLM) In International Trade and Business Law	3.91	DISTINCTION
Kwame Adjei Manu	Master of Laws (LLM) in International Criminal Law And Justice	3.89	DISTINCTION
Belinda Coleman	Master of Laws (LLM) - General	3.86	DISTINCTION
Nana Akosua Korankye-Ankrah	Master of Laws (LLM) - Dispute Resolution Law and Practice	3.82	DISTINCTION
William Kofi Okyere	Master of Public Administration	3.89	DISTINCTION

Georgina Adjoa Acquah	Master of Public Health	3.84	DISTINCTION
Lordina Omanhene-Gyimah	Masters in International Relations	3.81	DISTINCTION
Anuanette Siddick	Master of Public Sector Management	3.79	DISTINCTION
Patience Prestige Attagbah	Master Philosophy in Public Health	3.78	DISTINCTION
Dieu-Donne Kofi Davor	Master of Governance ond Leadership	3.77	DISTINCTION
Philomina Acquah	Master of Monitoring and Evaluation	3.75	DISTINCTION
Christian Owiredu Darko	Executive Master of Governance and Leadership	3.25	MERIT
Abdul-Rahman Salifu	Master of Science in Applied Mathematics	3.85	DISTINCTION
Jones Ofori-Atta	Master of Science in Digital Forensics and Cybersecurity	3.85	DISTINCTION
Ivan Joshua Kweku Quashigah	Master of Arts in Development Communication	3.75	DISTINCTION
Ida Allotey-Brown	Master of Arts in Public Relations	3.73	MERIT
Michael Tawiah Berko	Master of Science in Energy Economics	3.73	MERIT
Bounama Diate	Master of Science in Financial Economics	3.71	MERIT
Zulaiya Sakibu	Master of Science in Economic Policy	3.6	MERIT
Charles Amoako-Atta	Master of Philosophy in Economics	3.53	MERIT





## **JASMINE ADJEI-MENSAH**

There are no limits to what you can accomplish, except the limits you place on your own thinking - Brian Tracy

Jasmine Adjei-Mensah is a qualified legal practitioner in Ghana and the Valedictorian of the December 2025 session of the Institute's 25th Congregation.

Born and raised in Accra, Jasmine's academic journey has been distinguished by purpose and excellence, from her foundational years at Mothercare International School to her secondary education as a proud Old Girl of Aburi Girls



Senior High School. She holds a Bachelor of Laws (LLB) from the University of Ghana, Legon, and a Professional Qualifying Certificate from the Ghana School of Law.

Driven by a deep interest in the regulation of global commerce and cross-border transactions, Jasmine pursued her current Master of Laws (LLM) in International Trade and Business Law to further specialize in international trade law, commercial law, company law, and alternative dispute resolution. Her focus remains on how legal frameworks can enable sustainable business growth in developing economies.

Professionally, Jasmine serves as a lawyer with Tel Energy Limited, providing legal and regulatory support within Ghana's downstream oil and gas sector. Previously, she trained and practiced with Kulendi@Law, gaining extensive experience in litigation and advisory services, contributing to successful outcomes across employment, commercial, and transactional matters.

Beyond her professional and academic pursuits, Jasmine is deeply guided by her faith in God, which shapes her values, purpose, and commitment to service. She finds joy in shared moments with family and friends, through food, travel, and music, relationships that continue to anchor and motivate her journey. In the years ahead, she plans to contribute her expertise to the development of international business across the African continent, particularly through the promising framework of the African Continental Free Trade Area (AfCFTA).

## **ALUMNI OATH**

1
having become an Alumnus/Alumna of the Ghana Institute of Management and Public Administration (GIMPA) do solemnly pledge allegiance to the GIMPA Alumni Association and the Institute as whole.
I shall faithfully and diligently support, defend and strive hard to live up the standards of excellence of my Alma Mater.
I pledge to use my knowledge, skills and experiences to the best of my ability for the advancement of learning and the well-being of my community and country.
I promise to be a loyal ambassador for the Institute to promote its welfare and maintain its reputation. I shall obligate myself to cooperate actively and commit resources to support GIMPA's activities.
I will endeavour in all my dealings, to be known as a person of honour and repute to bring respect to my Alma Mater.
So help me God.



## **SONGS**

### NATIONAL ANTHEM

God bless our homeland Ghana
And make our nation great and strong,
Bold to defend forever
The cause of Freedom and of Right;
Fill our hearts with true humility,
Make us cherish fearless honesty,
And help us to resist oppressors' rule
With all our will and might for evermore

Hail to thy name, O Ghana,
To thee we make our solemn vow:
Steadfast to build together
A nation strong in Unity;
With our gifts of mind and strength of arm,
Whether night or day, in the midst of storm,
In every need, whate'er the call may be,
To serve thee, Ghana, now and evermore.

Raise high the flag of Ghana and one with Africa advance; Black star of hope and honour To all who thirst for liberty; Where the banner of Ghana freely flies, May the way to freedom truly lie; Arise, arise, O sons of Ghana land And under God march on for evermore!

### **GIMPA ANTHEM**

My GIMPA, your GIMPA, our GIMPA
Lift high the flag of GIMPA
My GIMPA, your GIMPA, our GIMPA
A world class center of excellence
Training in leadership, management and administration,
Continuously enhancing capacity in public-private sectors
The evergreen GIMPA, our pride

Raise high, raise high the flag of GIMPA Lift high, lift high the pride of hardwork Lift high the fame all of friends of GIMPA And let GIMPA remain ever green(2x)

My mission, your mission, our mission
To promote GIMPA's set goal
My mission, your mission, our mission
To make our GIMPA a noble place
Guided by integrity, honesty and accountability
Transparency and service to mankind
And build a better Ghana
May God bless GIMPA's noble aim

