GSB has the strengths and advantages that any great business school should possess. Having offered the MBA programme for more than two decades, it has a well-established reputation. Moreover, the School is blessed with a committed and competent set of academic and administrative staff members and an aspiring group of postgraduate students, which, taken together, gives me the firm belief that GSB can achieve its ambitions.

However, in order for a business school to be widely respected as a centre of excellence, it is also imperative to always be 'relevant' and to serve as a key point of reference for industry and other key stakeholders. Therefore, efforts are geared towards leveraging the strengths and capabilities of resources available at GSB to meet these stakeholders needs and expectations. In light of the myriad challenges facing today's organizations, GSB is emerging as a business school which produces business leaders equipped with the skills, competencies, and core ethical values required for success in the contemporary global business environment.

I look forward to welcoming you to our cutting-edge MBA Essentials program.

MESSAGE FROM THE

Dean, Graduate School of Business

→
Professor Dr. Azlan Amran
Dean Graduate School of Business
Universiti Sains Malaysia

ITD World is pleased to collaborate with the highly reputable Graduate School of Business at the University Sains Malaysia to bring to you a contemporary MBA Essentials that is fully relevant to real world challenges of the present and future.

Traditionally, an MBA program would take 1.5-2 years to complete with substantial investment of time and financial resources. However, In line with the needs of industry and commerce, we have put together a 10 day MBA Essentials program that is practical, results based and cost effective to enable you and your leadership team to accelerate your development and business growth.

The program is delivered in a very highly engaging manner to unleash your potential for quick and big wins. The course leaders are specially selected based on their extensive wealth of international experience, research and publications plus their outstanding talent in effective program delivery.

I wish you great success and happiness as you embark on this journey to be the best leader that you can be.

MESSAGE FROM THE

President and CEO of ITD World

→
Dr. Peter Chee (P.K.T., D.J.N.)
President and CEO
ITD World

▶ Graduate School of Business

The Graduate School of Business (GSB), Universiti Sains Malaysia (USM), was formally approved by the Malaysian Ministry of Higher Education (MOHE) in November 2009. Since 1989, the School of Management, USM, has been offering management and accounting programmes at undergraduate and postgraduate levels. When the University was conferred the status of a "Research University" by the MOHE, the new mission of the School of Management was to form a separate Graduate School of Business. The Advanced Management Centre (AMC) was established for start-up purposes in May 2007, with the prime responsibility of managing the School of Management's taught postgraduate programmes. Subsequently, in November 2008, the AMC evolved to become the Graduate School of Business.

The School emphasizes sustainability and an interdisciplinary perspective in it's teaching. This is in tandem with the the University's 'APEX vision' of "transforming higher education for a sustainable tomorrow".

GSB is currently offering the Master of Business Administration (MBA), Online MBA, Doctorate of Business Administration (DBA), and Doctor of Philosophy (PhD) programmes. These MBA and DBA programmes were developed through collaboration with industry. In April 2014, GSB earned accreditation from ABEST21 (The Alliance on Business Education and Scholarship for Tomorrow, a 21st Century organization) for its Master of Business Administration programme. This accreditation ensures that the degree that current and prospective students receive from USM is internationally recognized for its excellence in the practice of sustainable learning and interdisciplinary teaching.

In October 2014, GSB earned a 3-palm (excellent business school) rating from Eduniversal, a France-based, Best Masters Ranking for Masters and MBA programmes worldwide. Eduniversal evaluates more than 4,000 programmes in over 30 majors from participating business school across the world.

▶ GSB Vision

To be a Reputable Business School for a Sustainable Tomorrow.

▶ GSB Mission

The Graduate School of Business, Universiti Sains Malaysia, strives to nurture competent and holistic business leaders equipped with the relevant skills and initiative needed to make a difference and to lead change in dynamic and competitive environments. This is achieved through a combination of globalised and integrated curricula, contemporary management practices, and applied collaborative research.

▶ Program Map

DAY 1 ■ Winning Corporate Strategy for Business Sustainability	**DAY 6** ■ Leading and Engaging Talent
DAY 2 ■ Building Agile Organizations	**DAY 7** ■ Harnessing Business Intelligence for Organizational Sustainability
DAY 3 ■ Managing Finance in Times of Crisis	**DAY 8** ■ Entrepreneurship and Innovation
DAY 4 ■ Marketing in the Digital Age	**DAY 9** ■ Disruptive High Performance Team Coaching
DAY 5 ■ Operations Management	**DAY 10** ■ Digital Leadership

▶ Who Should Attend

Decision makers, Managers, Executives and anyone interested to learn about crafting a Winning Corporate Strategy, explore how Business Intelligence brings value to organizations; learn about how to manage marketing effectively for company's growth in personal development and operations management.

▶ Methodology

Interactive Lectures, Case Studies, Group Discussions, Reflection

WINNING ◀ CORPORATE STRATEGY FOR BUSINESS SUSTAINABILITY

DAY / 1 ←

learning objectives

INTRODUCTION

Strategy is an important subject. This course is designed to introduce participants to the central strategic challenges facing corporate managers. The course examines how organizations generate and preserve corporate advantage, and the factors that impact a firm's choice of scope, organization, and ownership. The course incorporates various conceptual and practical perspectives, yet is designed to focus on the essential issues and problems of corporate strategy as experienced by managers. As per the tagline "Boss via TOP", this course guides participants to be a successful corporate leader. A successful corporate leader is the one able to optimize the Return on Investment (ROI) for business sustainability of any organization and being an ROI Champion.

Upon completing this course, participants will be confident to take up leading roles in organization by crafting winning corporate strategies. Participants will be able to synergize the competencies gained from this course to create distinctive competitive edge for organization. Winning corporate strategy is a strategy with strategic agility that enables organizations to manage uncertainties and capitalize on opportunities to optimize ROI. This course introduces two models called SWIM and I-TOP. SWIM is a strategic management process model that enables you to craft winning corporate strategy while I-TOP model injects strategic agility needed for business sustainability.

At the end of this session, participants will be able to:

1. **DISCUSS** the core components of strategy.

2. **DIFFERENTIATE** between symptomatic strategy and root strategy.

3. **ELABORATE** the importance of vision, mission and tagline of an organization.

4. **IDENTIFY** winning factors of an organization that leads to competitive edge.

5. **FORMULATE** strategy for business sustainability.

6. **JUSTIFY** the impact of ethical and legal issues on business.

BUILDING AGILE ORGANIZATIONS

DAY / **2**

learning objectives

Upon completing the program, participants will have developed full understanding to create a sustainable and long lasting great performance capability will require both soft and hard skills and practiced discipline, process insights, performance leadership competencies, leveraging well tested and proven management systems and techniques.

At the end of this session, participants will be able to:

1. **FAMILIARIZE** with an Agility Competency framework to build agility at 3 levels: Agile Leaders, Agile Employees, Agile Systems.

2. **IDENTIFY** an assessment framework using "FLAG** Model" to baseline their current agility level in helping build a roadmap to enhance their organization's agility capabilities (** Foresight, Learning, Adaptability, Grisilience).

3. **RECOGNIZE** the need to coach leaders and teams on how to become more agile.

4. **ASSESS** the organization's current level of bureaucracy and begin to build a systematic bureaucracy hacking approach to reduce bureaucratic drag on agility.

5. **APPRECIATE** work force, work flow and work place designs that are highly responsive to future VUCA turbulence.

INTRODUCTION

In most industry segments, competition is highly intense and average performance is no longer sufficient to ensure the firm's long term vitality and sustainability. To become an organization that is built to last means the ability to out-perform the competition in both financial and non-financial results.

Studies have shown time and time again that Agile Organization achieve much better financial results; they achieved much higher customer satisfaction, customer loyalty, employee loyalty, and quality of products and services than their less able counterparts. In short, it pays to build Agile Orgainzation!

McKinsey & Co defined Organizational Agility as the capability of an organization to renew, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment." We all know the business environment has become more VUCA (volatile, uncertain, complex, ambiguous) and this VUCA-ness can only get more challenging in the coming years. Hence leaders must be lead through different future scenarios by building leaders, employees and business systems that are dynamically agile.

The program provides participants with 5 practical approaches that addresses the critical aspects of why, what and how to b uild an agile and resilient . Also, we introduce to you the A3W3E3 framework for achieving a high level of agility capability. A3 – Agile Leaders, Agile Employees, Agile Systems, W3 – Agile Workflow, Agile Workforce, Agile Workplace, E3 – Engaged, Empowered, Enabled). While building more agility into our organization, we can't get there unless we address the agile toxic status of the organization level of bureaucracy – so we need to remove bureaucratic practices to provide space for the new agile.

MANAGING FINANCE
IN TIMES OF CRISIS

DAY / **3**

learning objectives

At the end of this session, participants will be able to:

1. **PROVIDE** holistic understanding and appreciation of essential accounting and financial concepts in challenging times.

2. **ENHANCE** managerial skills to read, assess and analyse financial statements, information and performance.

3. **USE** financial information and analytics to create and preserve shareholder value and increase financial resilience.

4. **MANAGE** financial resources for business sustainability.

COURSE OUTLINE

A | Appreciating the Foundations of Finance
- Business structures, stakeholders & objectives
- Corporate governance, agency problem & audit
- Shareholder value creation & preservation using the EVA model
- The Organisational model
- Finance & accounting objectives & The Accounting Equation
- Accounting concepts & Financial Reporting Standards
- Overview of Financial Statements, Assets & Liabilities

B | Assessing Financial Performance
- The Income Statement and its main components
- Understanding & interpreting the Income Statement
- Financial performance measures
- Profit vs Cash flow

C | Assessing Financial Position
- The Statement of Financial Position and its main components
- Understanding & interpreting the Statement of Financial Position
- The Cash flow Statement and its main components
- Understanding & interpreting the Cash Flow Statement

D | Using Finance to Improve Operations and Manage Shareholder Value
- Using financial & competitor analysis to identify operational improvement opportunities
- Managing & conserving cash resources in challenging times
- Revisiting the EVA model to create and preserve shareholder value in challenging times by:
  - i   Managing revenue: pricing & techniques
  - ii   Managing costs: concepts & techniques, business process improvement, target costing & lean approaches, capacity management
  - iii Managing investments, concepts & techniques, capital investment & working capital management
  - iv   Managing cost of capital, interest rate and banking facilities
  - v   Managing enterprise risks

MARKETING IN THE DIGITAL AGE

→ DAY / **4**

learning objectives

At the end of this session, participants will be able to:

1. **DISCUSS** on the new realities of marketing that affect company's survival in the marketplace.

2. **IDENTIFY** the critical importance role of customers and the matching of their needs.

3. **ELABORATE** on the mix and match of integrated marketing efforts applied to create, deliver and communicate market offer's value to customers in the marketplace.

4. **REFLECT** on company's performance in managing marketing responsibly.

INTRODUCTION

Marketing is changing in many significant ways today. This 'one-day' course incorporates six series of short lectures to introduce participants to what Marketing Management is, and on the usefulness of various marketing concepts and tools to build company's competitive advantage, particularly its marketplace positioning and performance.

In this course, participants will be guided to reflect on the modern realities of marketing, and to emphasize on the importance of knowing who company's customers are and on how to manage them. Managers know that failure to meet customer's need impacts heavily on company's performance and growth, particularly in loss of customers. The challenge for marketing managers is to ensure that their company is both customer and market driven and is managed holistically rather than conventionally.

OPERATIONS MANAGEMENT ◀

DAY / 5

learning objectives

At the end of this session, participants will be able to:

1. **ADAPT** the operations management tactics, to overcome critical business issues particularly in operations.

2. **COMPARE** various quantitative decision making methods for optimizing resources, time, and cost.

3. **DEMONSTRATE** interpersonal skills and ability to communicate effectively the current issues and solutions related to operations and supply chain management to all stakeholders.

INTRODUCTION

This course integrates several important and prevalent topics of operations along supply chain for business leaders or entrepreneurs to better at decision-making and problem-solving, both on day-to-day matters and operation decisions, increase their ability to communicate effectively with company stakeholders and explain how to optimize the operations for business sustainability.

This course will start with the introduction of Operations and Supply Chain strategy, which focuses on examples of excellence in operations management, current issues in operations and supply chain management, and strategic design of operations and supply chain management.

Next, it incorporates the importance of product strategy and innovation in contributing the maximum value to the organization. It also incorporates volume-variety and its influence on process design; in particular, its influence on process layout. At planning and control level, this course emphasizes the importance in planning and controlling costs along supply chain; as well as a fundamental change in how we see the role of operations in supply chain today.

This course also covers the improvement in operations by emphasizing the importance and use of quality management system throughout the supply chain, as well as expands JIT and lean production to lean service which includes lean supply chain. At the end of this course, participants should be equipped with a range of tactics in managing operations and productivity in their area of work.

▶ LEADING AND ENGAGING TALENT

→ DAY **6**

learning objectives

The activities of Talent Management activities are not the sole purview of HR. There are practical and tactical things that leaders do to manage talents. At the end of this session, participants will be able to:

1. **UNDERSTAND** the terms talent management and talent development and show how they relate to succession planning and succession management.
2. **DESCRIBE** how to make the business case for talent management and succession planning in tough economic times.
3. **DEFINE** a leadership competency model to assess potential and performance, talent development and career planning.
4. **SUMMARIZE** proven, creative techniques to recruit and select talent and decruit workers.
5. **IDENTIFY** and use alternative sources of talent – other than internal development or external recruiting/selection.
6. **REVIEW** key ways to implement individual development planning successfully.
7. **UNDERSTAND** technical succession planning, focused on technical workers such as engineers or other knowledge focused workers, and examine ways to transfer knowledge.
8. **DEFINE** social relationship succession planning, focused on workers whose social relationships are key to successful performance (such as sales, marketing and government/public relations) and examine ways to transfer social relationships.
9. **EXAMINE** best practices in talent retention.
10. **PREPARE** an action plan for participants to use upon their return to their organizations.
11. **DESCRIBE** the Leaders' roles in managing high potential and high professional workers.

INTRODUCTION

In challenging economic times, organizations have a pressing need to attract, retain and develop first-rate, highly-productive talent to gain and keep competitiveness. Many organizations are struggling to prepare for the so-called "Talent Wars." That has drawn much attention to the issue of talent management and talent development.

But what do these terms mean? What proven strategies work to attract, manage, retain, position and motivate talented people as economic conditions globally become more complex and challenging? This program addresses these questions.

Real world research has proved the fact that a talented employee can be as much as 20 times more productive than the average worker. Just imagine how much more we are capable of achieving with more talent in our organization.

HARNESSING BUSINESS INTELLIGENCE FOR ORGANIZATIONAL SUSTAINABILITY

DAY / 7

learning objectives

INTRODUCTION

The business environment is becoming more and more complex and challenging in Industry 4.0 is making the business environment more complex and challenging. Organizations are facing pressures to react quickly to changing conditions and to be innovative in the way they operate. Such activities require organizations to be agile, as well as to make effective and efficient decisions in response to business dynamism. Making such decisions requires considerable amount of relevant data, information, and knowledge. With computerized systems support, organizations could utilize Business Intelligence (BI) systems to uncover business insights that are crucial in making positive impact to organization sustainability in the age of Big Data.

This course provides the essential knowledge and conceptual foundations of Business Intelligence for strategic decision making. It is a managerial course that will help participants to think critically and increase participants' confidence in realizing the value of Business Intelligence that impacts on organizational sustainability in their respective industry.

At the end of this session, participants will be able to:

1. **ASSESS** the dynamism of business environment to the organization.

2. **APPLY** Business Intelligence concepts as a crucial tool for strategic decision making in the era of Big Data.

3. **JUSTIFY** the value of Business Intelligence systems implementation.

4. **PROPOSE** solutions to address challenges in Business Intelligence systems implementation.

5. **EVALUATE** emerging technologies and future trends of Business Intelligence.

6. **ANALYZE** the governance, risks and ethical issues of Business Intelligence systems implementation.

▶ ENTREPRENEURSHIP AND INNOVATION

→ DAY / 8

learning objectives

At the end of this session, participants will be able to:

1. **DESCRIBE** how innovation and entrepreneurship are interrelated concepts.

2. **IDENTIFY** the building blocks for both innovation and successful entrepreneurship.

3. **RECOGNIZE** the power of entrepreneurial mindset and now it influences our creative thinking.

4. **EXPLAIN** the key elements of innovation.

5. **DEVELOP** an increased ability to use the power of imagination to produce fresh and creative ideas to solve problems and create opportunities.

6. **FAMILIARIZE** themselves with the design thinking framework (Empathy, Define, Ideate, Prototype & Test) and apply these in scenarios.

INTRODUCTION

Entrepreneurship and innovation are critical ingredients for a winning commercial venture. Entrepreneurship is a distinguishable trait of transforming opportunities into successful value propositions by employing creative business practices. Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service. It is capable of being presented as a discipline, capable of being learned, capable of being practiced. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation. And they need to know and to apply the principles of successful innovation (Drucker, 1985, p. 19). The course consists of these broad categories:

1. The evolution of entrepreneurship thought: This section includes an overview of how entrepreneurship has evolved to the present day. The timeline shows some of the most influential entrepreneurship scholars and the schools of thought (French, English, American, German, and Austrian) their perspectives helped influence and from which their ideas evolved. Development of Entrepreneurship as a concept and entrepreneurial uniqueness (personality, behavioural, and cognitive traits) is also explored.

2. Define Creativity & Innovation and why it matters, the Ps(Person, Press, Process) of Innovation: Person(individual-components of individual creativity, innovation engine and enhancing imagination. Press(culture)-habitat/resources, organizational designs(teams) and building blocks of innovation culture. Process(Tools)-brain storming, random work and design thinking.

3. Opportunity recognition and design thinking framework: "Design Thinking" is playing a greater role in finding meaningful pathways - its process and tools are increasingly being adopted in organizational innovation initiatives. Design Thinking is a human-focused, customer-centric and prototype-driven innovative design process. The five-step Design Thinking process is based on the renowned Stanford University's model that is broadly used and has proven its value.

DISRUPTIVE HIGH PERFORMANCE TEAM COACHING

DAY / 9 ←

learning objectives

Upon completion of this program, participants will be able to:

1. **UNDERSTAND** the value of team coaching and the creation of high-performance teams.

2. **APPLY** effective assessments and best practices of disruptive coaching and high performance teams.

3. **KNOW** when and how to select the suitable team coaching solution and design options.

4. **GAIN** insights on disruptive team coaching processes, methods, and tools.

5. **PRACTICE** disruptive design thinking team coaching applications for game changing results.

6. **EQUIP** individual team members to ensure habit change for high-performance.

INTRODUCTION

Talents need continuous support and development so that their human capital asset value continues to appreciate to benefit the company. This requires the systematic use of a portfolio of development interventions that are well designed and delivered (individually and on a group basis) so that these key talents will acquire the skills, knowledge and attitudes that deliver transformed and enhanced performance and future potential talent and leadership pipeline.

Studies have shown repeatedly that a culture of coaching and mentoring are manifested in high performance organizations. For example Google has built a strong coaching and empowerment culture through its "Oxygen Project" by clearly stating that a good manager is a good coach!

COACHING

"Coaching is an empowering process of unleashing human potential by drawing out development solutions from people through effective listening by coaches, asking great questions, using feedback, appreciating and continuously supporting people to take ownership and be accountable for taking action to realize their success goals."

- Jack Canfield & Dr. Peter Chee

TEAM COACHING

"In simplest terms, team coaching provides the structure, support, and empowerment for teams to engage in crucial conversations that lead to new, more effective behavior and improved business results. The coach is an important catalyst contributing to that process. The coach's primary role is to be a learning and process facilitator, holding the team accountable for results."

- Phillip Sandahl, Founder, Team Coaching International

DIGITAL LEADERSHIP

→ DAY / **10**

learning objectives

At the end of this session, participants will be able to:

1. **EVALUATE** advanced theoretical knowledge related to concept on digital leadership.

2. **RE-CONSTRUCT** the processes and issues related to leading digital organizations and virtual teams.

3. **CATEGORIZE** new trends affecting leadership in digital businesses in global environment such as IR4.0, digital cultureal issues and E-leadership activities.

4. **DISPLAY** strategic thinking, leadership and team management skills in digital organziations based on previous relevant experience in business and management.

5. **CONCEPTUALIZE** the digital transformation journey for their companies.

INTRODUCTION

The course provides learners with a complete, comprehensive review of essentials of digital leadership in an understandable form. Learners will also be exposed to some entrepreneurial approaches in digital leadership field and will learn how a digital business can formulate a strategy and what are the leadership styles and methods in digital organizations. Also knowing the digital leadership concept from different aspects is another important part of this course. A primary objective is learning "how to learn from the experiences in our digital transformation journey." By the end of this course, learners will understand the role of digital leadership in creating competitive firms, managing digital corporations, and facilitating the process of digital transformation in different types of organizations varying from public to private, service to manufacturing, business and not-for profit to development sector.

COURSE OUTLINE

1 → Introduction to Digital Leadership and its background
2 → Communication in digital era, a pathway for digital leaders
3 → Managing virtual and flexible teams, a building block of future organizations
4 → Corporate foresight and vision building in digital era
5 → Digital business strategies, how to visualize the future
6 → Digital culture, what digital leaders need to know
7 → Digital transformation and decision making in digital era
8 → Becoming a digital leader, what are the competencies of a digital leader
9 → Future of digital leadership, the way passed the way forward

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MISSION →

TRANSFORMING LEADERS and CHANGING THE WORLD FOR THE BETTER.

VISION →

THE #1 GLOBAL LEADERSHIP DEVELOPMENT EXPERT.

CORE VALUES (LISTEN) →

LOVE, INNOVATION, SYNERGY, TRUST, EXCELLENCE and NURTURE

COMPETITIVE ADVANTAGE STATEMENT →

ITD World is an award-winning MULTINATIONAL CORPORATION that provides the WORLD'S BEST LEADERSHIP DEVELOPMENT SOLUTIONS to leading global organizations. We offer comprehensive & innovative solutions that produce superior results.

CORE ACTIVITIES & RESOURCES →

Talent and Leadership Development; Corporate Training and Consulting; Professional Competency Certification; Mega Events and Seminars; Coaches, Mentors and Speakers Bureau; Community Services and Campaigns. Over 238 world-class programs and more than 100 dedicated mega gurus, top international resource persons, trainers, speakers, coaches and consultants from around the world.

EXCLUSIVE MEGA GURUS →

Dr. Marshall Goldsmith, Dr. Jack Phillips, Dr. John C. Maxwell, Dr. William Rothwell, Dr. Jack Canfield, Dr. Peter Chee, Brian Tracy, Robert Tucker, Thomas G. Crane.

QUALITY CERTIFICATION, AWARDS & PUBLICATIONS →

WINNER of the ARTDO International HRD EXCELLENCE AWARD in recognition for outstanding contribution to international Human Resource Development

Bestowed the BRAND LAUREATE INTERNATIONAL AWARD for the BEST BRAND IN TRAINING.

CUTTING EDGE BOOKS co-authored with the world's Top Mega Gurus - "Coaching for Breakthrough Success," "12 Disciplines of Leadership Excellence," "Becoming an Effective Mentoring Leader" and "The Leader's Daily Role in Talent Management".

AWARD AND RECOGNITION

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