

EXECUTIVE DEVELOPMENT PROGRAMME **EDP@UKM-GSB**

**GRADUATE SCHOOL OF BUSINESS
UNIVERSITI KEBANGSAAN MALAYSIA**



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AT A GLANCE

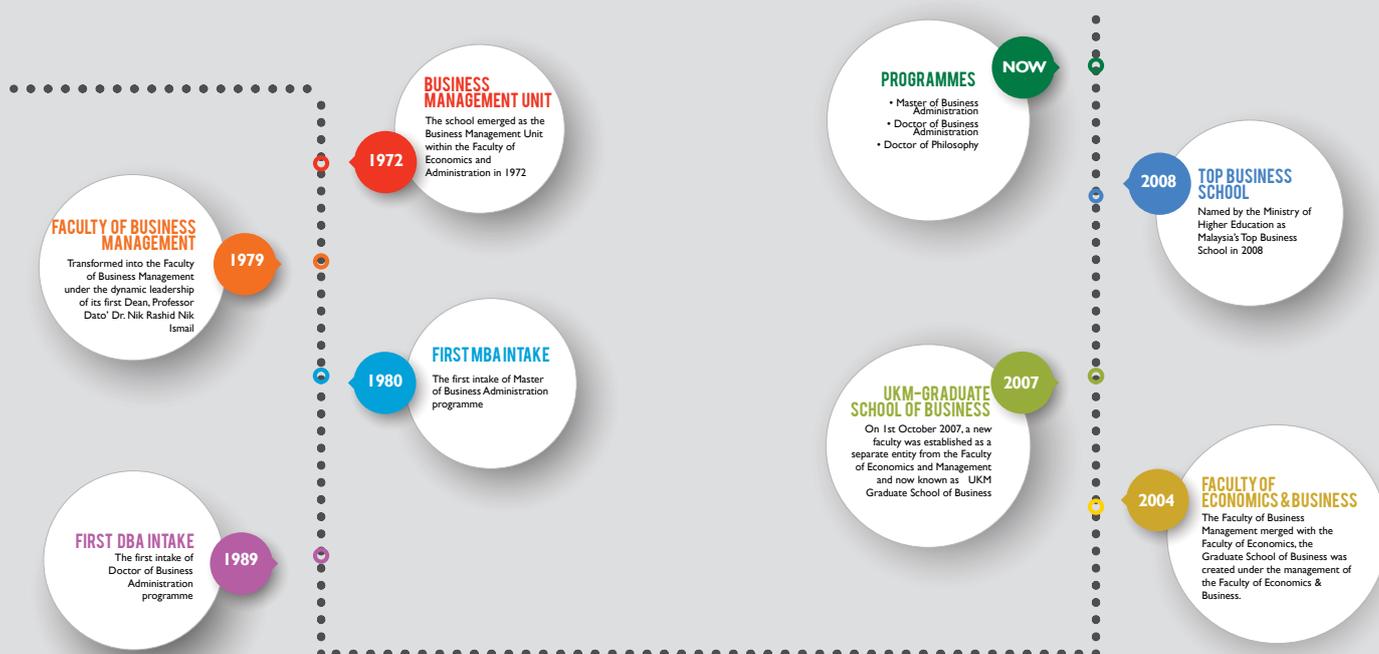
UNIVERSITI KEBANGSAAN MALAYSIA

The National University Of Malaysia (UKM) was established on May 18, 1970, with the first batch of 190 undergraduates and 1 post-graduate registered at 3 faculties- Science, Arts, and Islamic Studies. Since then, UKM has seen tremendous growth in being able to provide an increasing number of places of learning for the people as well as undertaking research in various disciplines and fields of study. It now has 13 faculties, a Graduate School of Business (UKM-GSB), as well as 16 research institutes of excellence in education.

Global Health, United Nations University were set up at the university. Its areas of research were further consolidated and enhanced with the identification of eight niche areas; Challenges to Nation Building, Sustainable Territorial Development, Renewable Energy, Health and Medical Technology, Climate Change, Nanotechnology and Advanced Materials, Biological Diversity in Biotechnology Development, and ICT: Content Informatics.

42 years since its inception, UKM has produced 146,362 graduates. The university has since attracted global attention, with 2,937 students from 42 nations. UKM was also appointed as one of the four research universities of Malaysia in 2006 based on its excellent record in research for 40 years. That recognition has gained further ground when the Malaysia Genome Institute (MGI) and the International Institute of

UKM-GRADUATE SCHOOL OF BUSINESS



WHY DO YOU NEED AN EXECUTIVE DEVELOPMENT PROGRAM (EDP)?

What is EDP?

The Executive Development Program (EDP) is a short training programme designed to empower executives and managers with the necessary tools and techniques to build the skills and gain the knowledge they need to boost today's performance and sustain it into the future. EDP is a process of continuous learning and growth to bridge the gap between what the individual already knows and what the individual must learn to prepare for future managerial roles.

Why EDP is important?

The EDP is gaining importance nowadays due to the rapid progress and changes in the digital technology that leads to cutthroat competition and complexity of the business organisations. Executives and managers require continuous learning to cope with the disruptive innovations and growth of new ways of doing business as well as the growing public and government interest in business activities. Executives and managers need to adopt a much broader outlook to discharge their new responsibilities. Hence, EDP provides the necessary tools to broaden the outlook of managers.

What are the benefits of EDP to the participants?

EDP is positioned to help high-potential executives to refine their leadership skills and business perspectives by learning conceptual frameworks, techniques, and formulate their companies' strategy to compete effectively in today's rapidly changing global economy. EDP will provide the practical tools to assist participants in achieving improved business practices and reap tangible benefits in the companies' performances as the result.

In addition, EDP prepares successful functional-level executives for general management responsibilities as the programme is structured to improve current and future managerial performance. In short, EDP will assist companies in preparing executives and managers for better performance and helping them to realise their full potential.

Design of EDP@UKM-GSB

The EDP at UKM-GSB is designed as a stand-alone 1- or 2-day course with themes covering project management, strategic marketing, strategic management, research, finance, accounting and educational tourism, conducted at UKM-GSB Corporate Campus in Kuala Lumpur.

Trained by an outstanding group of professors with extensive experience and expertise in various business areas, the programme prepares participants with the critical capabilities to succeed in an ever-changing global business environment. In each session, a university professor or a consultant will teach and facilitate participants in order to provide them with opportunities to be exposed to the latest concepts on the selected subject matters. The pedagogy of EDP is the lecture mode by employing the case studies with some interactive workshop activities.



EDP@UKM-GSB

PROJECT MANAGEMENT

STRATEGIC MANAGEMENT

MARKETING

RESEARCH METHOD

EDUTOURISM

LEADERSHIP

HUMAN RESOURCES MANAGEMENT

CORPORATE FINANCE

ACCOUNTING

BUSINESS ECONOMICS

OPERATION MANAGEMENT

- How To Manage Csr Project Effectively

- How To Execute Corporate Strategy For Competitive Advantage
- How To Strategise For National Competitiveness

- Experiential Marketing For Consumers' Engagement
- Marketing Analytics For Business
- How To Be Creative & Innovative In Product Generation
- Social Media & Digital Marketing Strategy
- Social Marketing For Responsible Organisation
- Marketing For Entrepreneurs

- Pls-Sem For Industry Practitioners

- Strategic Service & Destination Marketing
- Engaging Local Government In Tourism Management
- How To Develop An Inbound Tour Package
- Social Media Tourism Marketing Bootcamp
- How To Sustain Your Tourism Business

- Leadership In Governance & Strategic Decision-Making
- Developing Sustainable Business Leadership
- Leading In A Complex World
- Leading From The Middle
- Leadership For Entrepreneurs

- Digital Citizenship In The Workplace

- Stock-Wise

- Accounting for Non-Accountant
- Fundamentals of Product Costing for Non-Accountant
- Diagnosing Company's Health using Accounting Information



EXECUTING CORPORATE STRATEGY FOR COMPETITIVE ADVANTAGE



Datuk Dr John A. Xavier is a principal fellow at the UKM-Graduate School of Business. Prior to joining UKM in 2012, Datuk John was a professor at the Universiti Putra Malaysia (UPM) and was an Administrative and Diplomatic Officer (PTD) for 36 years in the Malaysian public service.

This integrative course aims to bring together the various disciplines in strategic management and integrate it at the policy and strategic level. In this course, emphasis is given on the method of making strategic decisions to maintain or increase the competitiveness of business entities. In addition, participants are exposed to various issues and challenges faced by upper level managers.

This course also helps participants to analyse the internal and external environments of business entities, and provides guidance on how to develop layers of competitive advantages to outperform competitors for business sustainability.

Objectives:

1. Integrate various functional disciplines in analyzing corporate policy and strategic issues
2. Critically examine business issues of corporations
3. Attain the skills to formulate short and long term strategy, and the systems and processes for implementing strategies well

Methodology:

Lecture, multiple case studies, group exercise and class discussion

Who should attend?

Senior Managers, Managers & Executives

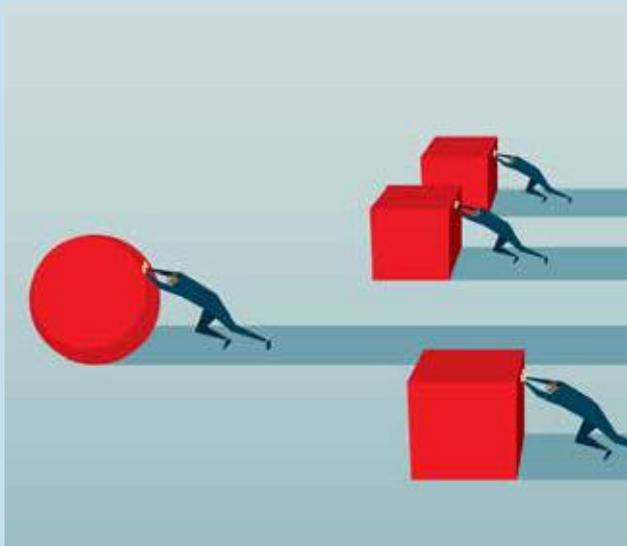
Programme outline:

Day 1 8:30am-5:30pm

- Introduction: Why is strategy important?
- Charting company's direction : Vision and Mission
- Evaluating Company's External Environment
- Evaluating Company's Resources, Capabilities and Competitiveness

Day 2 8:30am-5:30pm

- Five Generic Competitive Strategies
- Strengthening Company's Competitive Position
- Strategies for International Market
- Corporate Strategies
- Building an Organization for Good Strategy Execution



STRATEGISING FOR NATIONAL COMPETITIVENESS



Datuk Dr John A. Xavier is a principal fellow at the UKM-Graduate School of Business. Prior to joining UKM in 2012, Datuk John was a professor at the Universiti Putra Malaysia (UPM) and was an Administrative and Diplomatic Officer (PTD) for 36 years in the Malaysian public service.

The course explores the determinants of competitiveness and successful economic development viewed from a bottom-up perspective. This means that the sophistication and productivity of firms, the vitality of industrial clusters, and the quality of the business environment in which competition takes place are also ultimate determinants of competitiveness. The course also examines both advanced and developing economies and addresses competitiveness at multiple levels – national, states or regions, particular clusters, and neighbouring countries. Much of the inspiration for this course comes from the Harvard post-graduate course on the Microeconomics of Competitiveness (MOC), created by Professor Michael E. Porter.

Objectives:

1. Obtain a deeper appreciation of the determinants of competitiveness both from the top-down and bottom-up perspectives.
2. Able to devise and execute better policies and strategies on national competitiveness.
3. Enhance the capacity of public officers and captains of industry in devising and implementing policies and strategies to enhance national competitiveness.

Methodology:

Lecture, multiple case studies, group exercise and class discussion

Who should attend?

Senior Managers, CEOs & Public Officers

Programme outline:

Day 1 8:30am-5:30pm

- Competitiveness: An Overall Framework
- Porter's Diamond Model of competitiveness: Advanced Economies and Developing Economies
- Economic Policies and Strategies for Competitiveness

Day 2 8:30am-5:30pm

- Clusters: Development and Internationalization
- The Process of Economic Development
- Organizing for competitiveness: Attracting FDIs



EXPERIENTIAL MARKETING FOR CONSUMERS' ENGAGEMENT



Ahmad Azmi Mohd. Ariffin (Dr.) is an Associate Professor at UKM-Graduate School of Business. His research interests are in the areas of Marketing Management, Tourism and Hospitality Marketing as well as Services Marketing

This course introduces the concept of marketing experience in developing strategies and experience marketing campaigns to achieve a strong brand loyalty. Experiential marketing is a marketing approach based on sensational stimulation that leads to a user's emotional touch on a product or service. Effective marketing strategy based on experience can be a powerful competitive advantage in today's challenging business environment as it aims to create a memorable product experience.

This course emphasizes on "consumer engagement" and "experience design" aspects as the basis for a strategic framework for managing the user experience to create strong emotional bonding among consumers with brands and thus help shape brand loyalty.

Objectives:

1. Apply the concepts, characteristics and interest in marketing experience, and integrate them into overall marketing campaigns.
2. Formulate Experience Design to create emotional bonds between brands and users especially through the "emotional branding" approach.
3. Create effective integrated marketing communication strategy that creates, communicates and delivers high consumer value to the target market.

Methodology:

Lecture, multiple case studies, group exercise and class discussion

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1: 8:30am - 5:30pm

- Experience economy – the evolution of experience and user experience
- Characteristics of Experience Marketing
- A strategic framework for Experience Management
- Establishment of user experience strategy and emotional branding

Day 2: 8:30am - 5:30pm

- Anatomy of marketing experience campaigns
- Performance and measurement of Experience Marketing
- Brand creation experience



MARKETING ANALYTICS FOR BUSINESS



Wan Mohd Hirwani Wan Hussain (Dr) is a university lecturer at UKM- Graduate School of Business and internet marketing entrepreneur. He also specializes in technology transfer, commercialization technology and law.

This course aims to provide understanding and exposure to the basic concept and theories on marketing and organizational strategies including market analysis, market segmentation, strategic analysis, and financial management in a more dynamics way. This course is action learning orientated with the application of technique and strategy that uses computer based software. The course will allow participants to do strategic analysis in business that provides better solutions and competitive advantages.

Objectives:

1. Explain and apply the analytical process in developing marketing strategy for competitive advantage
2. Apply big data technology in marketing
3. Utilize the latest analytics technology in solving issues and problems in organizations and companies

Methodology:

Lecture, case studies, practical exercises, group activities and presentations

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am - 5:30pm

- Introduction to Information Technology for Marketing
- Developing Database
- Big Data Analytics

Day 2 8:30am - 5:30pm

- Decision Making Analysis in Marketing Process
- Security and Privacy in Data Analysis
- Data Validation



CREATIVITY & INNOVATIVENESS IN PRODUCT GENERATION



Nik Mohd Hazrul Nik Hashim (Dr) is an Associate Professor of Marketing at the UKM-Graduate School of Business. He has more than 20 years of experience as an academician including a casual teaching stint in Australia. He specializes in New Product Development and Innovation Management.

The course covers the centrality of products to the process of exchange in marketing. The need for new products to be managed during the various stages of development is an important skill that will increase the likelihood of success in the marketplace. While much has been operationalized from the technical or manufacturing standpoint, very little attention has been directed at the marketing perspective. Consequently, it is not surprising to learn that 70% of new products fail within the first two years after launch. This course takes a theoretical and practical approach, incorporating situational and problem-based learning to enhance participants' creativity, constructive thinking, and analytical skills.

Objectives:

1. To apply product innovation strategies in relation to consumer values and firm survival.
2. To utilize the NPD process critically, creatively, and analytically in a group environment towards achieving specific development goals.
3. To use understanding of the target market and consumer behaviour in formulating appropriate product concepts and strategies.

Methodology:

Lecture, case studies, group activities and class discussion.

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Product Innovation Strategies
- New Products and Innovation Domain
- The Role of Customers in New Product Development
- Idea Generation and Management

Day 2 8:30am-5:30pm

- Concept Development and Selection
- Concept Testing Techniques
- Product Development and Prototypes
- Market Testing



SOCIAL MEDIA & DIGITAL MARKETING STRATEGY



Wan Mohd Hirwani Wan Hussain (Dr) is a university researcher at Graduate School of Business, UKM and internet marketing entrepreneur. He also specializes in technology transfer, commercialization technology and law.

Everyone has a brand, but you must put the time and effort into yours if you want to succeed. Learn on your desktop, smartphone or tablet. Social media is a powerful tool, but only if you know how to use it! And even though earlier versions of online communication have flourished since the earliest days of the internet, nothing compares to the versatility, ease of use, and fun factor of social media.

If you really want to harness the power of social media, then I have something you'll love. We help employers manage the risks and capitalize on the opportunities of social media in the workplace through expert-led, self-paced online training videos and tutorials.

Objectives:

1. To apply the social media marketing framework to create a successful campaign in social media marketing
2. To use the techniques in video marketing strategy and viral marketing to position their brands in the World Wide Web
3. To analyze customer database using search engine marketing

Methodology:

Lecture, multiple case studies, practical exercises, group activities and presentations

Who should attend?

Senior managers, managers, and executives.

Programme outline:

Day 1 8:30am-5:30pm

Why Social Media & Digital Marketing

Challenges in Social Media and Digital Marketing

Tools and Digital Analytics-spying your competitors

- Google Analytics
- Alexa Analytics
- Keyword.io
- Twitter Analytics Tools

Day 2 8:30am-5:30pm

Creating your social media marketing campaign

Developing Video marketing strategy

Mobile Marketing strategy

Launching your social media marketing campaign for the internet



SOCIAL MARKETING FOR RESPONSIBLE ORGANISATION



Norzalita Aziz (Dr) serves as an Associate Professor in UKM- Graduate School of Business. She was an associate fellow member for Entrepreneurship & SMEs Development Centre (CESMED) as well as The Institute for Sustainable Environment & Development (LESTARI).

This course encourages participants to consider and critically reflect upon the scope for marketing ideas, theories, and principals for social innovation. Marketing's insights, concepts and techniques can be applied equally well outside the market place to tackle such behaviour-driven social goals as binge drinking, organ donation, cancer prevention, traffic safety, public health and global warming. Social marketing, based on the assertion there is no altruism as human behaviour, is goal seeking & particularly good at value creation when the individual self-interest is not consistent with the collective behaviour of a society. Consequently, social marketing and its focus on social innovation, is an intense societal living systems mechanism that shapes sustainable quality of life for society.

Objectives:

1. Effectively apply the relevant marketing tools or analytical frameworks of Social Marketing to solve problems and issues in organizations & marketplace.
2. Make the ideal decision (to diagnose problem and suggest solutions) concerning issues in Social Marketing.
3. Generate and manage information from various sources as well as to portray leadership skills.

Methodology:

Lecture, multiple case studies, group exercises and class discussion

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction - Defining Social Marketing
- Social Marketing Planning Process
- Tips for Success
- Determine Research Needs & Options
- Segment, Evaluate & Select
- Set Behavior Objectives & Goals

Day 2 8:30am-5:30pm

- Identify Barriers, Benefits, Competition & Influential Others
- Craft a Desired Positioning
- Product- Create a Platform
- Determine Incentives & Disincentives
- Make Access, Convenient & Pleasant
- Promotion Decision on Messages, Messengers & Credibility



MARKETING FOR ENTREPRENEURS



Syed Uzair Othman is attached to Graduate School of Business, UKM, as a consultant. Before, he was in management position with a multinational company based overseas, and later became an entrepreneur by running his own group of companies.

This course examines how marketing can interface with entrepreneurship for sustainable value creation by clarifying key marketing concepts, methods, and strategic issues relevant for early-stage entrepreneurs or business start-ups. It distinguishes entrepreneurial marketing from traditional marketing theory as well as examines what marketing processes and tools are more appropriate in entrepreneurial contexts due to resource limitations.

It is designed to teach participants to have a broad understanding of entrepreneurship and its major strategic constraints and issues faced by entrepreneurs today. With that understanding, participants are exposed to various marketing tools to identify and evaluate marketing opportunities, and showed what major marketing and sales tools are most useful in an entrepreneurial setting, with a strong emphasis on inbound marketing strategic planning.

Objectives:

1. Understand the concept of entrepreneurial marketing from the relationship of entrepreneurship and strategic marketing and its relevancy to business start-ups.
2. Develop a flexible and innovative way of approaching the creative process of designing, delivering and communicating values to customers that is appropriate to the limited resources of a new venture.
3. Ability to develop strategic marketing plan for competitive advantage from various strategic marketing practices and tools in an entrepreneurial setting.

Methodology:

Lecture, multiple case studies, group activities and class discussion

Who should attend?

Entrepreneurs & Business Owners

Programme outline:

Day 1 8:30am - 5:30pm

- Definition, concept and interface of entrepreneurship and strategic marketing.
- Traditional marketing vs entrepreneurial marketing
- The concept of STP & D, Marketing Mix, Evaluation & control
- Entrepreneurial marketing overview of relationship, guerilla, expeditionary, viral, ambush, one-to-one marketing.

Day 2 8:30am-5:30pm

- Inbound marketing for entrepreneurs: buyer persona development, consumer journey, and sales funnel blueprint.
- Content marketing strategies



PLS-SEM FOR INDUSTRY PRACTITIONERS



Ida Rosnita Ismail (Dr.) is a senior lecturer at UKM-Graduate School of Business and an International Guest Researcher at Institute for Human Resource Management and Organization, Technische Universität Hamburg-Harburg, Germany.

In dealing with the fast-changing business environments, managers are expected to make effective decisions based on facts and data. As such, possessing analytical skills is important to every manager as well as employees in various organizations. An emerging analytic approach is known as **Partial Least Squares Structural Equation Modeling, or PLS-SEM.**

It is the second generation data analysis technique that aims to predict certain desired outcomes. Its utility is not only limited to prediction, but also to uncovering unobserved heterogeneity and increasing the importance-performance visibility of a target object. PLS-SEM has been used in various fields of study including management, marketing, health care, architecture, and tourism.

Objectives:

1. Recognize the importance of PLS-SEM for industry practitioners.
2. Understand basic concepts in and requirements of using PLS-SEM.
3. Use and be familiar with the PLS-SEM analysis.

Methodology:

Lecture, case study presentation, and hands-on activities using SmartPLS 3.0

Who should attend?

- Senior Managers, Managers, and Executives.
- Anyone interested in improving decision making skills and expand analytics capabilities.

Programme outline:

Day 1 8.30am - 5.30pm

- Making a case for PLS-SEM: Industry application
- Introduction to PLS-SEM
- Morning refreshments
- Measurement model assessment
- Structural model assessment
- Assessing hierarchical component model
- Preparing PLS-SEM report



STRATEGIC SERVICE & DESTINATION MARKETING



Ahmad Azmi Mohd. Ariffin (Dr.) is an Associate Professor at UKM-Graduate School of Business. His research interests are in the areas of Marketing Management, Tourism and Hospitality Marketing as well as Services Marketing

The module examines the theoretical foundations and practical application of services marketing which include the topics of nature of services, consumer behaviour in service settings, service quality and satisfaction, developing service strategies, managing customer service, service technologies, and the marketing mix for services and service quality. The course teaches broad issues in managing service businesses with a core theme on how customer value is created. The session on destination marketing provides a framework for the successful development and management of tourism destinations. It provides an overview of the methods to ensure long-term viability and sustainability of the tourism industry. Participants will learn how to create a sustainable, financially viable, and a successful tourism marketing campaign.

Objectives:

1. Able to apply of the marketing mix in a service environment to establish a competitive advantage for a firm.
2. Able to practice service quality management to develop customer satisfaction.
3. Execute competitive positioning for destination branding followed by implementing an integrated marketing & communication strategy

Methodology:

Lecture, multiple case studies, group exercise and class discussion

Who should attend?

Senior Managers, Managers & Executives in the Tour & Travel Industries

Programme outline:

Day 1: 8:30am - 5:30pm

- Exploring the Transformational Challenges of Tourism Destination Marketing
- Conceptualizing the Tourist Destination
- Strategizing Tourism Destination Marketing: "Value Exploration Strategy"

Day 2: 8:30am - 5:30pm

- Strategizing Tourism Destination Marketing: "Value Creation Strategy"
- Strategizing Tourism Destination Marketing: "Value Delivery Strategy"



ENGAGING LOCAL GOVERNMENT IN TOURISM MANAGEMENT



Norzalita Aziz (Dr) serves as an Associate Professor in UKM- Graduate School of Business. She was an associate fellow member for Entrepreneurship & SMEs Development Centre (CESMED) as well as The Institute for Sustainable Environment & Development (LESTARI).

The module provides in depth understanding of the importance of local government as, arguably, the tourism industry's most important partner in determining the level and quality of tourists and infrastructure availability, supporting local attractions and experiences which attract tourists, and the public money that is invested in destination promotion.

It highlights management of the regulatory environment for sustainable tourism and factors that influences tourism development and investment under which tourism businesses operate. The module also exposes participants to the functions of National Tourism Organizations, provides a bird's eye view of the tourism industry in Malaysia, snapshots of Malaysia National Tourism Policy, and issues and challenges of Tourism in Malaysia's Economic Transformation Programme.

Objectives:

1. To manage the tourism environment that will enhance the tourists' experience
2. To coordinate efforts from all the stakeholders for successful destination tourism
3. To regulate the environment for sustainable tourism development

Methodology:

Lecture, multiple case studies, group exercise and class discussion

Who should attend?

Senior Managers, Managers & Executives in the Tour & Travel Industries

Programme outline:

Day 1 8:30am-5:30pm

1. Local Government in Tourism Policy, Planning & Management
 - Key Concerns of Local Government
 - Sustainable Development Values & Cultures
 - Good Governance
2. Local Government Roles & Responsibilities
 - Legislation Management of Public & Environment
3. The Changing Role of Local Government
 - Tourism Management Concern & Issues
 - Approach to Local Tourism Management & Planning
4. Local Government Commitment & Contribution
 - Environmental, Social, Political & Economic Factors
 - Past Experiences & Practice



DEVELOPING INBOUND TOUR PACKAGES



Syed Uzair Othman is attached to UKM-Graduate School of Business, as a consultant. Before, he was in management position with a multinational company based overseas, and later became an entrepreneur by running his own group of companies.

The workshop will provide participants with a broad understanding of the Domestic Tourism sector, and equip them with the knowledge and skills to maximize the business potential of the industry for domestic market.

You will learn the importance of Tourism as an economic and social phenomenon to the extent of becoming the key driver for socio-economic progress.

Over two days participants will learn how to develop domestic tour packages including niche markets and tour guiding. Participants will be provided with guidance and systematic method on how to develop and plan an inclusive Tour Package. They will also learn how to strategically market and promote inbound tourism using the latest marketing tools and channels.

Objectives:

1. To apply service marketing concept in putting together various services into the marketing mix to create value for the intended consumers.
2. Gain insight into the development of marketing tools in the domestic tourism industry
3. Attain the skill to plan and develop an itinerary and tour package

Methodology:

Lecture, class discussion, group activities & presentation.

Who should attend?

Senior Managers, Managers & Executives in the Tour & Travel Industries

Programme outline:

Day 1: 8:30am - 5:30pm

1. History of Travel & Modern Tourism
 - Importance of Tourism Marketing
 - New Trends in Tourism Marketing
 - Challenges of Promoting Tourism
2. Developing and Planning a Tour Package
 - Total Tourism Experience: Managing Tourism Value Chain
 - Components of Successful Tourism Products & Services: 5As Analysis
 - Type of Travel & Tour Packages

Day 2: 8:30am - 5:30pm

3. Stages of Developing and Planning a Tour Package
4. Strategic Consultative Selling Of Tourism
 - How technology changes tourism industry
 - Strategies to Improve Profit



SOCIAL MEDIA TOURISM MARKETING BOOTCAMP



Wan Mohd Hirwani Wan Hussain (Dr) is a university lecturer at UKM- Graduate School of Business and internet marketing entrepreneur. He also specializes in technology transfer, commercialization technology and law.

Social media has become a major component of digital marketing and thus, in today's marketplace, organizations need effective and profitable social marketing strategies.

In this Bootcamp, participants will learn to use social media tools and platforms to design, manage, and optimize social campaigns to promote growth, shape brand image and spark brand awareness in the global digital marketplace.

Participants will be exposed to the essentials of social media marketing in various forms including Internet forums, Facebook, Instagram, Twitter, Pinterest, Google+, YouTube, Weblogs, and podcasts.

Objectives:

1. To establish social media goals and objectives.
2. To develop a social media promotional plan to achieve successful online campaigns.
3. To adopt best practices for using Facebook, Twitter, LinkedIn, Google+, YouTube, and other social media tools.

Methodology:

Lecture, class discussion, group activities & presentation.

Who should attend?

Senior Managers, Managers & Executives in the Tour & Travel Industries

Programme outline:

Day 1 8:30am-5:30pm

1. Introduction to social media trends
2. How to use social media in achieving marketing objectives
3. Social media tools: Facebook, Instagram, Twitter, Pinterest, LinkedIn, Google+, YouTube,
4. Practicum
 - Establishment of social media goals and objectives
 - Email, Facebook & Instagram Marketing (hands on application)
 - Develop customer database

Day 2 8:30am-5:30pm

5. Social media benchmarking – Market practices
6. Social media promotional plan
7. Practicum
 - Extension of social media: Twitter, Pinterest, LinkedIn, Google+, YouTube, Weblogs/ Blogging



BUSINESS SUSTAINABILITY IN TOURISM



Datuk Dr John A. Xavier is a principal fellow at the UKM-Graduate School of Business. Prior to joining UKM in 2012, Datuk John was a professor at the Universiti Putra Malaysia (UPM) and was an Administrative and Diplomatic Officer (PTD) for 36 years in the Malaysian public service.

This programme applies strategic frameworks to help participants develop practical strategies to improve business sustainability of their organisations. Participants will review both their internal and external environments to enable them to obtain insights on the opportunities and challenges for making their business sustainable.

The course will also investigate the impact of technology and innovation on the organisation. Participants should be able to formulate a practical action plan for overcoming the barriers to and seizing the opportunities for creating a sustainable business.

The course covers the following topics: formulating the strategic direction, understanding strategy and value creation, competitive advantage, value-chain analysis, and strategy formulation and execution.

Objectives:

1. Able to draft a strategic direction and action/business plan for their company
2. To develop know-how on strengthening the value chain for greater profitability
3. Able to undertake strategy formulation

Methodology:

Lecture, class discussion, group activities & presentation.

Who should attend?

Senior Managers, Managers & Executives in the Tour & Travel Industries

Programme outline:

Day 1 8:30am-5:30pm

1. Setting the strategic direction – vision, purpose/mission, values
2. Practicum on reviewing the participant company's strategic direction
3. Understanding strategy and value creation; analyzing the industry and positioning the company in the marketplace
4. Practicum on how the participant company can contribute value; and differentiate itself from the rest of the other businesses in the industry, that is, position itself in the industry
5. Competitive advantage and the value chain
6. Blue ocean strategy and business plan
7. Drafting a business plan



LEADERSHIP IN GOVERNANCE & STRATEGIC DECISION-MAKING



Puan Yatim (Dr) is currently the Dean of UKM-Graduate School of Business. Her research interests and areas of expertise are in corporate finance, corporate governance, board of directors, and corporate risk management.

Governance remains an important component in business management. Similarly important is the sound and prompt decision making by the management in, more often than, less than ideal situation. In the complex, ever-changing, and uncertain business environment, corporate governance can no longer rely on traditional compliance and decision-making techniques. It requires a holistically responsible leadership that is committed, responsive and innovative to support agile approaches in strategic decision-making.

This course covers the governance framework based on agile and responsive business models. It focuses on various challenges of leadership and analyses symbiotic relationship between leadership & decision-making in different situations and contexts for better corporate governance. Moreover, it will help the participants to make decisions under pressure and uncertainty, and to motivate others toward ones' vision.

Objectives:

1. Able to identify & apply the concepts and philosophy of governance and decision-making.
2. Able to evaluate the issues of governance and decision-making holistically and chronologically for better decision-making
3. Able to solve complex problems related to governance and decision-making.

Methodology:

Lecture, case studies, group activities and presentations

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction: Leadership in the twenty-first century
- Governance structures and the role of leadership
- The new and emerging challenges of leadership
- The rational model & the new model of decision-making
 - Factors influencing decision-making
- Leadership & decision-making
 - Dealing with conflict
 - Dealing with resistance to change
- Personal leadership development



DEVELOPING SUSTAINABLE BUSINESS LEADERSHIP



Tan Sri Dato' Seri Noor Azlan Ghazali (Dr) was the Vice-Chancellor of UKM from 2014 until 2018. He began his career at the University over 20 years ago as a lecturer. Throughout his career, he has been actively participating in national level strategic initiatives, and has assumed leadership roles in several of them.

The drive for corporate sustainability is reshaping the business landscape and creating new business opportunities. The development of a sustainable strategy requires specific leadership knowledge, attributes, and perspectives to address competitive business environment and myriads of other challenges in a more effective way.

This course will show participants how to integrate sustainability into their organisations and create sustainable business practices by incorporating principles of leadership and change management. This course highlights the essential role that the leaders play in the success of sustainability initiatives as well as presents specific leadership strategies that facilitate sustainability implementation.

The key component of this course is to build leadership skills in managing and leading changes in today's complex and dynamic business environment.

Objectives:

1. To define sustainability and identify the success factors of a leadership in implementing the sustainability initiatives
2. To apply strategic leadership practices in the implementation of sustainability initiatives and change management.
3. To devise strategies for developing sustainability leaders and overcoming resistance to change in sustainability implementation.

Methodology:

Lecture, case studies, practical exercises, group activities and presentations

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction- Comparison of leadership theories
- Leadership Contingency Theory
- Dimensions of an effective Leadership
- Markets and sustainability
- Strategic leadership & Sustainable Strategies
- Sustainable leadership model
- Sustainable leadership development program
- The strategic implications of implementing Sustainability Strategies
- Manage changes and leadership actions



LEADING IN A COMPLEX WORLD



Fazli Idris (Dr) conducts course in Operations Management based on his industrial experience working for SONY Corporation, prior to joining UKM. He also manages MBA Projects & conducts trainings in project management, operations strategy & quality management.

In the context of intense business competition, an organisation needs to be in a state of constant readiness to face any challenges in the business environment to ensure the sustainability of the organisational growth. At a time when the organization faces various geopolitical, social, macroeconomic, and technological changes in the ever-changing dynamic environment, the organizational management needs to have a leadership with a new mind-set to plan and coordinate organizational strategies and tactical operations. The leadership needs to be innovative, proactive, resilient, and agile enough to face the market's dynamics in order to remain ahead of competitors.

The course will focus on the practical analysis of competitive environment (micro & macro), crisis and change management, dynamic organizational design and structure, and the strategic nimbleness of a leader to the changing and challenging environment.

Objectives:

1. To analyse the competitive business environment for practical solutions & decision-makings.
2. To manage the diversity of strategies and encourage continuous innovation within the organization
3. To manage organizational crisis in a more holistic way

Methodology:

Lecture, case studies, practical exercises, group activities and presentations

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction to leadership theories and practices
- What is complex time?
- Competitive business environment assessment
- Traits of a business leader
- Leadership framework in complex time
 - Develop Personal Adaptability
 - Leverage Network
 - Foster Innovation
 - Cultivate Leadership Agility
- Strategic thinking in a complex time



LEADING FROM THE MIDDLE



Syed Uzair Othman is attached to UKM-Graduate School of Business, as a consultant. Before, he was in management position with a multinational company based overseas, and later became an entrepreneur by running his own group of companies.

Top management can and may be less effective in leading system change, generating continuous innovation, and responding quickly to the demands of the 21st century. Leadership from the Middle represents a new and powerful approach instead of the limited approach of top-down and bottom-up thinking.

Leadership from the middle zone mobilizes a more widespread human resources to work more effectively up and down the organizational hierarchy as well as across functions and silos.

The course will show how you can adjust and thrive in the middle zone by influencing peers, managing relationships, and navigating centres of influence and power. The course will also train you to have a greater influence on the organization's health and success. It will show you how to avoid the pitfalls of dragging down not only those you lead, but also those that lead you.

Objectives:

1. To adopt a systematic way of thinking and acting by seeing patterns in processes and functional responsibilities within the complexities of an organization.
2. To develop communication skill to handle countless relationships as well as handling the rapid flows of information within the organization and among the stakeholders.
3. To be more agile in responding to the ever changing business environment.

Methodology:

Lecture, case studies, group activities and class discussion

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Overview of Leadership Theories
- The Middle Managers and their crucial roles
- The challenge of getting the top and the bottom of the hierarchy to work together
- The challenge of collaborating across the organization
- The Middle Leadership Framework (Theory & Practise)
- Critical Skills and Competencies for Leading from the Middle-Zone
- Developing Network and Power of Influence

LEADERSHIP FOR ENTREPRENEURS



Noor Azuddin Yakob (Dr) teaches Managerial Finance, Corporate Finance and Financial Markets Analysis at postgraduate levels. His research interests are in the areas of Corporate Finance, Financial Markets and Behavioural Finance.

This course will expose participants with the concepts and theories of leadership and entrepreneurship focusing on innovation as the driver for the growth of entrepreneurs.

Participants will appreciate how the field of management has shifted to leadership and to entrepreneurial leadership. This leadership tasks involve a set of distinctive skills of creativity and innovativeness that enable one to compete in the global marketplace.

The course will highlight how the entrepreneurial leadership is characterized by explorative behaviour that optimises risk, innovates to take advantage of opportunity, inspires, takes personal responsibility, and manages change within a dynamic environment.

Participants will be exposed on how to develop new ideas, get information & collect data in support of the ideas, communicate, and realise the ideas.

Objectives:

1. Apply the theories underpinning the leadership in organisational settings for successful entrepreneurial activities
2. Practise the role of a leader in driving entrepreneurial innovation.
3. Able to analyse the interrelationships between leadership and entrepreneurship for the development of new and innovative business opportunities

Methodology:

Lecture, case studies, practical exercises, group activities and presentations

Who should attend?

Senior Managers, Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction- the development of leadership & entrepreneurship theories and paradigms
- Entrepreneurial leadership- Innovation and creativity in entrepreneurial organizations.
- Knowledge and motivational profiles of successful entrepreneurs in a variety of business contexts for entrepreneurial leadership experience
- Leadership towards creation and innovation in the business model
- "Business practices / business idea development"
- Challenges of implementation: ideation, innovation, product development, and commercialization



DIGITAL CITIZENSHIP IN THE WORKPLACE



Wan Mohd Hirwani Wan Hussain (Dr) is a university lecturer at UKM- Graduate School of Business and internet marketing entrepreneur. He also specializes in technology transfer, commercialization technology and law.

A good digital citizen understands the rights and responsibilities that come with being online and utilizes technology in a positive way. Whilst technology offers incredible improvement in terms of accessibility and communication, the digital realm can be problematic in many other ways for employees. It can also serve as the breeding ground for negative social interaction that negatively influenced the working environment.

Henceforth, companies seek to educate employees on the norms of appropriate, responsible, and healthy behaviour with regard to technology use in order to maximize productivity and protect its public image.

This course educates participants on the rights, privileges, and obligations for using technology responsibly in a digital world. It highlights how the healthy and responsible use of technology will ultimately protect a company's value, image and bottom line and sustainable growth.

Objectives:

1. Able to incorporate the nine elements of digital citizenship in the workplace
2. Able to identify positive, negative, and grey areas of digital citizens, different digital generations and digital gaps
3. Able to apply eight elements of digital citizenship in the workplace

Methodology:

Lecture, case studies, practical exercises, group activities and presentations

Who should attend?

HR Managers & Executives

Programme outline:

Day 1 8:30am-5:30pm

- Nine elements of digital citizenship
- The digital Gaps: Gen X, Gen Y, Gen Z, Gen Alpha, and Gen Beta
- The digital learning ecosystem
- The role of digital citizens
- Eight Scenarios:
 - Privacy & Security
 - Digital Footprint & Reputation
 - Self-Image & Identity
 - Creative Credit & Copyright
 - Relationships & Communication
 - Information Literacy
 - Cyberbullying
 - Cyber Security



STOCK-WISE



Othman Yong (Dr) is currently Professor of Investments at the Graduate School of Business, UKM. He has more than 35 years of teaching experience (including 4 years in the US), and has to-date published more than 30 books on Finance and Investments

This course is an introductory course in stock market investing. It aims at providing insights into the minds of some of the successful portfolio managers; how they did it and how simple their ideas or investment techniques actually are. This course will present both the “distilled” wisdoms of practicing investment experts as well as the “precautionary” wisdoms of the academicians. Differing views on the subject of investing will be discussed, such as the controversial idea of stock market being an efficient marketplace plus the opposing view from the proponents of behavioural finance. Some provoking unconventional wisdoms of some of the money managers will also be discussed. Finally, in this course I will also offer my own views on the stock market wisdom.

Objectives:

1. Understand the basics of investing, especially in stock market investment
2. Obtain a better appreciation and understanding of the unique techniques applied by proven successful investors
3. Devise strategies for successful stock market investment
4. Looking at the historical perspectives on IPO investment

Methodology:

Lecture, class discussion, group exercise and case studies

Who should attend?

Senior Managers, CEOs, Public Officers, Portfolio Managers, Investment Advisors & Retail and Potential Investors.

Programme outline:

Day 1 8:30am-5:30pm

- **General wisdom:** The importance of investing your money; rules for financially independent; rules for investing long-term; psychology of investing; fear and greed in investing; rumors and speculation; stock market timing; stress in investing; and buying on bad news.
- **Pearls of wisdom from the gurus of stock market investment:** John Maynard Keynes, Benjamin Graham, Warren Buffett, Eugene Fama, Micheal Price, Rex Sinquefeld, and Richard Driehaus.
- **Investing in new issues:** Incredible returns from investing in Malaysian IPOs.



ACCOUNTING FOR NON-FINANCE MANAGER



Nasuha Nordin (Dr) is a lecturer at Graduate School of Business, Universiti Kebangsaan Malaysia (UKM) and Chartered Accountant (Malaysia). Prior to joining UKM, she was Senior Associate at one of the BIG4 audit firm, Ernst & Young. She received her Doctor of Philosophy at Institute of Malaysian and International Studies at UKM and Master in Management and International Business from University of Birmingham City, UK. She is also Member of Association of Chartered Certified Accountant, UK (ACCA, UK).

This course introduces both the fundamentals of accounting records and statement, and analyzing the financial statements for planning and performance management. This course emphasizes accounting from the perspective of non-finance manager. This course also uses basic Microsoft office to perform variance financial analysis and the basic infographic (analysis charts) for reporting. At the end of this course, participants will gain knowledge on types of accounting information based on Malaysia variant. Participants will acquire basic skills in financial statement analysis.

Objectives:

1. Understand basic knowledge of accounting process
2. Able to classify types of income and expenses (assets, liabilities, revenue, expenses)
3. Able to analyse financial statement for planning and performance management

Methodology:

Lecture, case studies, class discussion, group exercise and individual exercise

Who should attend?

Non-Finance Managers, MicroSME business owners & Non-Finance Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction of Accounting System
- Understanding Fundamentals of Financial Accounting in Malaysia
- Understanding Fundamentals of Tax Accounting in Malaysia
- Understanding Fundamentals of Managerial Accounting

Day 2 8.30am-5.30pm

- Understanding Fundamental Analysis of Financial Statements
- Utilizing Microsoft Excel for Financial Statement Analysis
- Understanding Financial Statement Analysis for Business Performance Case Study Part 1
- Understanding Financial Statement Analysis for Business Performance Case Study Part 2



FUNDAMENTALS OF PRODUCT COSTING FOR NON-ACCOUNTANT



Nasuha Nordin (Dr) is a lecturer at Graduate School of Business, Universiti Kebangsaan Malaysia (UKM) and Chartered Accountant (Malaysia). Prior to joining UKM, she was Senior Associate at one of the BIG4 audit firm, Ernst & Young. She received her Doctor of Philosophy at Institute of Malaysian and International Studies at UKM and Master in Management and International Business from University of Birmingham City, UK. She is also Member of Association of Chartered Certified Accountant, UK (ACCA, UK).

This course introduces the fundamentals of costing for planning and performance management. This course emphasizes on costing from the perspective of non-finance manager. During Case Study, this course also uses basic Microsoft office to analyze product and process cost. Furthermore, activity-based costing enables participants to understand the non-value adding activities. At the end of this course, participants will gain knowledge on types of product and process cost, and activity-based costing. Participants will acquire basic skills on identifying cost behaviour and analyse non-value activity-based management.

Objectives:

1. Understand basic knowledge of costing and activity based costing
2. Able to classify types of product & services costs
3. Able to analyse product cost for planning and performance management
4. Able to analyse services cost for planning and performance management

Methodology:

Lecture, case studies, class discussion, group exercise and individual exercise

Who should attend?

Non-Finance Managers,
MicroSME business owners &
Non-Finance Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction of Costing and its affects
- Understanding Costs Tracing & Costs Allocation
- Identifying Costs Behaviours & Types of Costs
- Understanding Fundamentals Product Costing & Process Costing

Day 2 8.30am-5.30pm

- Understanding Activity Based Costing
- Activity Based Performance Management
- Understanding Product Costing & Process Costing Management Case Study
- Understanding Activity-based Performance Management Case Study



DIAGNOSING COMPANY'S HEALTH USING ACCOUNTING INFORMATION



Nasuha Nordin (Dr) is a lecturer at Graduate School of Business, Universiti Kebangsaan Malaysia (UKM) and Chartered Accountant (Malaysia). Prior to joining UKM, she was Senior Associate at one of the BIG4 audit firm, Ernst & Young. She received her Doctor of Philosophy at Institute of Malaysian and International Studies at UKM and Master in Management and International Business from University of Birmingham City, UK. She is also Member of Association of Chartered Certified Accountant, UK (ACCA, UK).

This course introduces the fundamentals of company's performance analysis using annual report (financial statements and other disclosures). This course emphasize on Diagnosing Company's Health using Accounting Information from the perspective of non-finance manager. During Case Study, this course also uses basic Microsoft office to analyse company's value. At the end of this course, participants will gain knowledge on the fundamental components to annual report, and basic financial performance ratios. Participants will acquire basic skills on analysing company's value using accounting information .

Objectives:

1. Understand fundamentals of annual report
2. Able to identify relevant information for decision making
3. Able to analyse health of organization using financial and non-financial information in the annual report

Methodology:

Lecture, case studies, class discussion, group exercise and individual exercise

Who should attend?

Non-Finance Managers, MicroSME business owners & Non-Finance Executives

Programme outline:

Day 1 8:30am-5:30pm

- Introduction of Components of Annual Report
- Understanding Financial Statement Disclosure
- Identifying Basic Financial Performance Ratios
- Understanding Fundamentals Company's Valuation using accounting information

Day 2 8.30am-5.30pm

- Understanding Company Values
- Understanding Accounting Fundamentals Analysis for Decision Making
- Understanding Accounting Fundamentals Analysis Case Study Part 1
- Understanding Accounting Fundamentals Analysis Case Study Part 2

GENERAL TERMS & CONDITIONS

- Date & venue shall be advised at least **two months** before commencement of programme
- Booking & registration can be made online **www.ukm.my/gsbukm/tba**
- Registration shall be closed **two weeks** before commencement of programme
- Registration fee and other details please contact: **Safwan Asraff – 603 8921 3457**
gsb.marketing@ukm.edu.my

HRDF CLAIMABLE

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Special Training Assistance Scheme (SBL - Khas)

For programmes under the SBL Scheme, prior approval must be obtained from the Council's Secretariat. Under the scheme, employers are free to identify their own training needs and formulate training programmes to retrain and upgrade their employees' skills in line with their operational and business requirements.



HRDF CLAIMABLE

All our Training Programmes are 100% HRDF claimable under the Skim Bantuan Latihan (SBL), subject to prior application to HRDF by the employers/ companies

TRAINING PEDAGOGY

Instructional & Informational Methods

Experiential Learning



Mini-case study



Problem-solving exercises



Informal small groups

- Buzz Groups
- Task Groups



Active Learning



Lecture-Discourse



Brainstorming



Slides/Videotape



Presentation

Workshop & Bootcamp

Ice Breaker Activities



Collaborative & Cooperative Learning



Group Discussions



Group Activities



Group Presentations



PROGRAM CUSTOMIZATION PROCESS

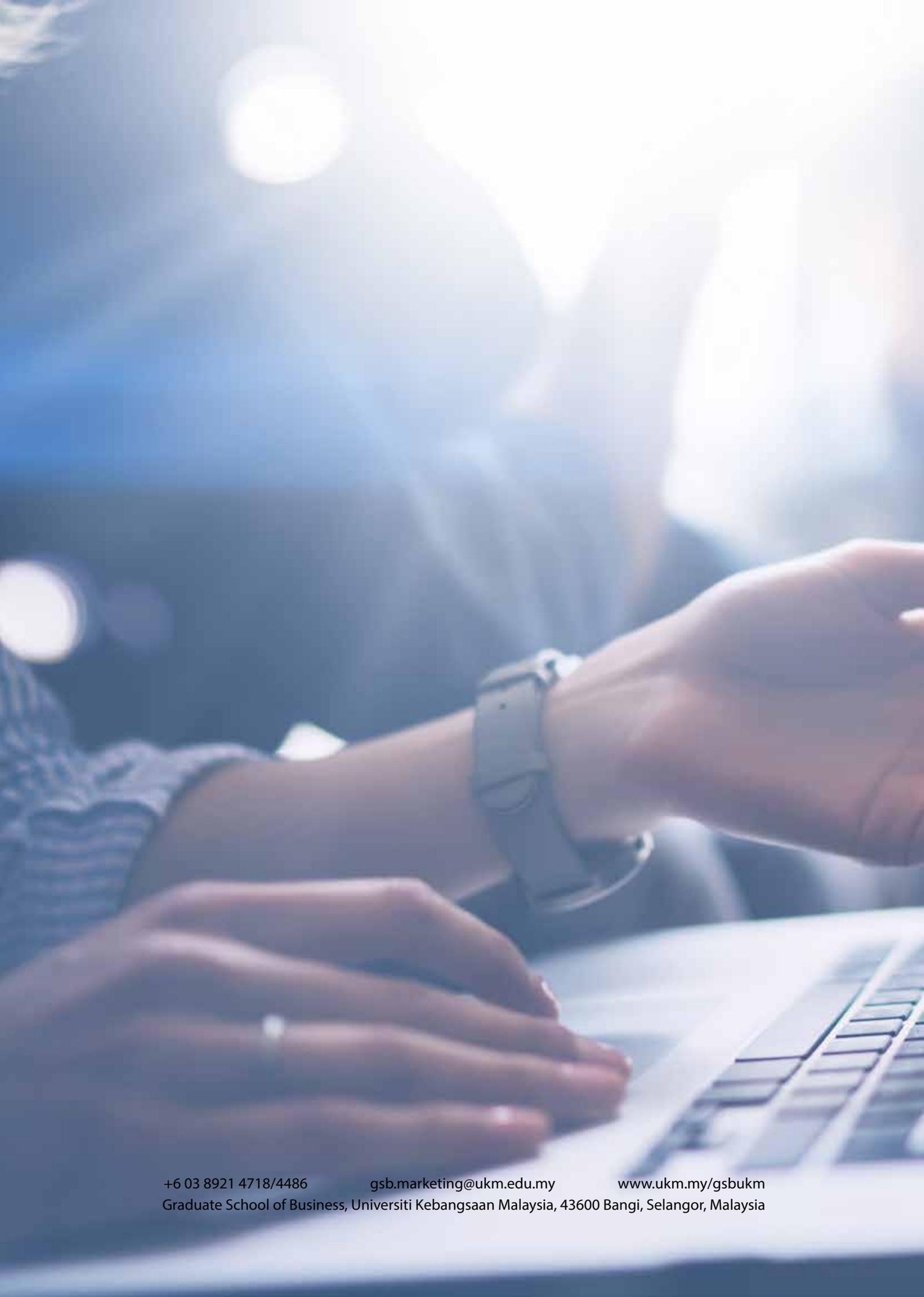


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