REPORT ON INTEGRATED GOVERNANCE & STRATEGIC MANAGEMENT TRAINING AND CONFERENCE (IGSMTC) 2014

LONDON, OXFORD, CAMBRIDGE & MANCHESTER, UNITED KINGDOM

AMSTERDAM & ROTTERDAM, THE NETHERLANDS

Co-Organized

Malaysian Statutory Bodies Association (PBBM) | Universiti Teknologi MARA (UiTM) | Higher Education Leadership Academy (AKEPT) | Teesside University | Chulalongkorn University | Institute of Public Enterprise
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ICGSM Organizing Committee: Reviewer

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Closing

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REPORT ON INTEGRATED GOVERNANCE & STRATEGIC MANAGEMENT TRAINING & CONFERENCE: UNTANGLING THE DIVERGENCE (IGSMTC) AND INTERNATIONAL CONFERENCE ON GOVERNANCE & STRATEGIC MANAGEMENT (ICGSM) 2014

INTRODUCTION

Integrated Governance & Strategic Management Training & Conference: Untangling the Divergence (IGSMTC) and International Conference on Governance & Strategic Management (ICGSM) 2014, were held in United Kingdom and the Netherlands, from April 8 - 20, 2014. The Accounting Research Institute of Universiti Teknologi MARA, Malaysia, Statutory Bodies Association of Malaysia (PBBM), Teesside University, United Kingdom, Higher Education Leadership Academy (AKEPT), Malaysia, Chulalongkorn University, Thailand and Institute of Public Enterprise, India are pleased and honored to organize both events.

OBJECTIVE

This training aims to enhance participants’ skill to lead their organization with vision and confidence in governance and strategic management issues. Delegates are expected to improve their capacity to manage, drive employee and customer satisfaction, and accelerate profits as they examine the skill of governance and strategic management plays in the performance of their team and in their own development. Delegates emerge with strategies and insights that help them to unleash the governance and strategic management culture across their organization.

Governance and strategic management are not a style - it is a set of choices and actions that can be learned. This training is design to challenge and assist participants
to improve governance and strategic management skills by clarifying both what these skills are and how to use them. In addition to these outstanding management skills, leaders bring values and vision to the workplace, creating an atmosphere of energy, excitement and involvement. This type of governance and strategic management skills is required at all levels of an organization. This training will enhance delegates’ ability to overcome organizational challenges, build the right team, embrace change, and drive the company performance.

OUTCOME

Participants’ at all organizational levels will gain a clearer understanding of the difference between governance management and strategic management, enabling them to go beyond simply directing their organization to leading. They will also acquire greater confidence and effectiveness in leading their departments or organizations by having:

- A more profound understanding of the governance task and strategic management
- The ability to infuse organizational and department missions with life and energy.
- The ability to stimulate employee commitment and contribution.
- Renew the job excitement with new vision and spirit

PARTICIPANTS

1. All levels of management from front line through CEOs and owners.
2. Department heads, team leaders and project directors.
3. Staff responsible for communicating and enacting company procedures.
4. Project teams, boards and committees with governance and strategic management responsibility.
METHODOLOGY

This workshop consists of lectures, group discussions and site visits. The training format allows more time for individual exercises as well as group discussion to reinforce new skills and understanding on best governance practices.

YOUR ORGANIZATION WILL BENEFIT FROM HAVING

1. Energy and direction generated at all levels of the organization.
2. Systems and procedures which more consistently reflect organizational mission and values.
3. An environment that stimulates the enthusiastic efforts of all employees.
4. An increased two-way flow of ideas and information throughout the organization.

MODULES

1. Governance management style
Going beyond just being "the boss". The choices effective leaders make and the atmosphere they create. Why governance management rests on attitudes and behavior, not just titles and positions. Developing and sharing a vision of excellence. Valuing, protecting, and supporting your human resources. Asking the right questions, giving the right direction and providing the right information. Listening the other half of effective communication. Being an inspirational role model.

2. Creating high performance organizations
Why the leader makes all the differences. What successful organizations need. How effective governance management impacts productivity, quality, morale, customer relations and profits.
3. Critical thinking in understanding the contemporary affairs
Build and shape the critical thinking skills to appreciate and to understand contemporary affairs in the context of organization financial, commerce, media, government and public institutions.

4. Personal values, commitment and ethics at work
Understanding the challenges. Various ways to manage the challenges. Creating a culture of trusting relationships. Energizing work groups. Aligning values, attitudes and perceptions. Building a climate of trust and mutual respect. Creating a sense of ownership and enthusiasm. Involving employees: tapping skills, ideas and energy.

5. Governance management with the heart: Practicing ways to communicate
Executive governance management techniques for enhancing pride in the work and the organization. Motivating the workforce: three elements that ensure increased job satisfaction and productivity. Examining the role of “emotional intelligence” in successful executive governance management. Assessing your “emotional intelligence”: your strengths and areas that need development.

6. Strategic management development plan

VALUE ADDED

Experiencing the United Kingdom culture
This program will provide an opportunity for the participants to experience the United Kingdom culture. The culture of United Kingdom is the pattern of human activity and symbolism associated with the United Kingdom and its people. It is informed by the UK’s history as a developed island country, liberal democracy and major power, its predominantly Christian religious life and its composition of four countries—
England, Northern Ireland, Scotland and Wales—each of which has distinct customs, cultures and symbolism. The wider culture of Europe has also influenced British culture and Humanism, Protestantism and representative democracy developed from broader Western culture. How this culture is similar to Malaysian Culture. Can these two cultures can be assimilated.

**Experiencing the Netherlands culture**

A country renowned for its tolerance and welcoming attitude, Netherlands is one of the few countries that has an entirely coalition government, where everyone’s views are respected and represented. Amsterdam is a city steeped in culture, with its canals perhaps its most recognizable feature. There are one million bikes here when there are only 700,000 Amsterdammers. The city has more museums per square meter than any other city in the world. About a quarter of Netherlands is below the sea level.

**REPORT ON THE ACTIVITIES**

**First Day: INSTITUTE OF EDUCATION**

Delegates arrived London in the early morning of 9th April 2014. A total of thirty participants have registered for this Integrated Governance and Strategic Management Training Program 2014. The first day event included London City tour and two interesting training. The first event was a visit and listening to the talk on “Sharing how Institute of Education (IOE), University of London became a Leading Global Reference Centre in Education”. The visit to IOE was arranged by the Malaysian Higher Education Leadership Training Academy (AKEPT). The Institute
of Education is a world-leading university specializing in education and the social sciences.

Founded in 1902, the Institute currently has more than 7,000 students and 800 staff. In January 2014, the Institute was recognized by Ofsted for its 'Outstanding' initial teacher training across primary, secondary and further education. In the 2014 QS World University Rankings, the Institute was ranked number one for education worldwide. In the most recent Research Assessment Exercise two-thirds of the publications that the IOE submitted were judged to be internationally significant and over a third were judged to be "world leading".

Second event was the Leadership and Personal Development Talk by Ms Katrina A. Prentice, a leading business coach in the United Kingdom. The talk was on "Leadership Styles of Successful and Effective Leaders". Katrina has been designing and delivering bespoke business solutions for a broad spectrum of clients within the UK, Ireland, Europe, Africa, South Africa and the Middle East for over 15 years.

Her dynamic, powerful and charismatic style has enabled her to lend her skills and expertise as a Business Strategist, Trainer, Keynote Speaker and Executive Coach to a variety of clients including Vice Presidents, Ambassadors and key political figures to global public listed companies, SMEs and micro-businesses. The
participants were reminded that typical effective leader would always motivate his or her subordinates to work on their strengths. Such leaders often "listen more" and "read more" to continuously improve the organization.

Second Day: OXFORD UNIVERSITY

One of the most imperative events was to visit the Oxford University. Participants were hosted by staff and researchers from the Oxford Centre for Islamic Studies (OCIS). What is special about the visit is the fact that both the President and Deputy President of the Malaysian Statutory Bodies Association (APBM) are joining the participants for the Oxford training program. APBM's President, Tan Sri Dr Mohd Shukor Hj. Mahfar (he is also the CEO of the Inland Revenue Board Malaysia) and Deputy President, Tan Sri Dato’ Sri Prof Ir Dr Sahol Hamid Abu Bakar (also the Vice Chancellor of Universiti Teknologi MARA, Malaysia) dedicated time for the visit.

At Oxford University, delegates were greeted by a renowned OCIS fellow, Dr Afifi al-Akiti, who is also a Malaysian. The first stop was a tour of the newly built OCIS building that is expected to be fully completed by December 2014. Malaysia's contribution towards OCIS's new building is the new "Malaysia Auditorium" which would be able to seat 300
participants at any one event. The auditorium truly reflects Malaysia's multiracial culture.

OCIS is a Recognized Independent Centre of the University of Oxford. It was established in 1985 to encourage the scholarly study of Islam and the Islamic world. HRH The Prince of Wales is the Patron of the Centre. It is governed by a Board of Trustees consisting of scholars and statesmen from different parts of the world, alongside representatives of the University of Oxford. The Centre provides a meeting point for the Western and Islamic worlds of learning.

OCIS contributes to the multi-disciplinary and cross-disciplinary study of the Islamic world. Beyond Oxford, its role is strengthened by a developing international network of academic contacts. After a tour of the new OCIS site, the participants were taken to OCIS current building.

There, the participants were met by Prof Dr Farhan, OCIS Director; Registrar, Mr. Richard Makepeace and OCIS Fellows, Dr Basil and Dr Shafi Antonio. A forum entitle "The Prospects and Challenges of the Islamic Finance Industry: The Roles of
Scholars in Developing New Islamic Finance Products” was conducted and moderated by Dr Basil and discussed by fellows Dr Afifi and Dr Shafi.

**Third Day: HOUSE OF PARLIAMENT**

Three important events have been organized for the third day of the training program. The first was a visit to the UK Parliament. At the Parliament House, the participants were taken to both the House of Lords and the House of Commons. A special briefing was given by two dedicated parliament guides on the roles and functions of the two Houses.

In the afternoon, Tan Sri Dr Mohd Shukor Hj. Mahfar, the Chairman of PBBM and CEO of the Inland Revenue Board Malaysia (LHDN), together with Tan Sri Dato’ Sri Prof Ir Dr Sahol Hamid Abu Bakar, Deputy Chairman of PBBM and the Vice Chancellor of UiTM, each gave a respective leadership talk to the participants. Besides the training delegates, the talk was also audiced by other Malaysians who reside in the United Kingdom. Whilst Tan Sri Dato’ Sri Prof Ir Dr Sahol Hamid spoke on the topic "Leading Intellectuals at a Large University:
Case Study of UiTM"; Tan Sri Dr Mohd Shukor showcased LHDN for his talk on "Smart Leadership".

Both leaders spoke of the fact that "Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training and experience".

Later in the afternoon, the two leaders signed a Memorandum of Understanding (MOU) to signify smart collaborations between Universiti Teknologi MARA (UiTM) and the Statutory Bodies Association Malaysia (PBBM). UiTM, through the Accounting Research Institute (ARI) has been appointed by PBBM to organize its training program for leaders at the statutory bodies in Malaysia. In between the events, some researchers from ARI met up for a research discussion with Professor Paul Palmer from the Cass Business School, City University of London. Prof Palmer is a leading researcher in the United Kingdom with respect topic related to nonprofit and charity organizations.

**Fourth Day: LONDON**

Today is dedicated for an in-house training where participants are involved in the so-called "Inter-Agency Forum -the Sharing of Best Practices of Corporate Governance of Malaysian Statutory Bodies". Since the theme of the training program is "Untangling the Divergence", the focus of discussions is on diversity and how an
institution should work on employees' strengths and expertise. In order to showcase personal diversity, the participants were introduced to the concept of personality theory by Prof Dr Normah Omar. Specifically, the model used by Florence Littauer was discussed.

Florence Littauer introduced four personality types namely Perfect Melancholy, Peaceful Phlegmatic, Happy Sanguine and Powerful Choleric in one of her book entitled “Personality Plus”. During this forum, participants exercised a valuable insight for appreciating their one-of-a-kind, God-given personality. This includes a Personality Profile test that reveals how one unique blend of traits affects our emotions, work performance, and relationships. More importantly, participants were encouraged to understand others, particularly their employees on this diverse personality. After all, a successful organization needs to work in teams. After the forum, participants were taken for London City visits.

**Fifth Day: LONDON CITY & CAMBRIDGE CITY**

In the morning, the participants have got the chance to visit more interesting sites of London City - London Bridge, Tower of London, Albert Hall, Kensington Palace and Wembley Stadium. Later in the afternoon, they traveled to Cambridge, a city which is about one hour away from London. The city of Cambridge is a university town and
the administrative center of the county of Cambridgeshire, England. It lies in East Anglia, on the River Cam, about 50 miles (80 km) north of London. Cambridge City has a population of about 150,000 (including 30,000 students).

Cambridge is most widely known as the home of the University of Cambridge, founded in 1209 and consistently ranked one of the top five universities in the world. The university includes the renowned Cavendish Laboratory, King’s College Chapel and the Cambridge University Library.

Participants will have a whole day event at Cambridge University on the next day. Interestingly, there is no "boundary line" between the university (the gowner) and the town (own). In fact, there is no specific location of what constitutes the "university campus". The university and the city represent a unique blend of history, knowledge and development.

**Sixth Day: JUDGE BUSINESS SCHOOL**

The participants were warmly greeted by top officials at Cambridge University. After an official photo shoot, they were taken to the Judge Business School. Cambridge Judge Business School, formerly known as the Judge Institute of Management Studies, is the business school of the University of Cambridge. Established in 1954 as

The School is a provider of management education and is consistently ranked as one of the world's leading business schools. It is named after Sir Paul Judge, chief founding benefactor of the school. At Judge Business School, the participants were given two interesting leadership talks: Leadership in Context - Prof Jochen Runde and Leadership and Governance - Dr Philip Stiles. Giving Cambridge University as a case study, Prof Runde elaborated on the concept of "collaborative leadership" in a highly "networked organization". Leaders in such organizations therefore need to be people-oriented, dynamic, global, competitive and technology savvy.

Dr. Stiles stressed that the effectiveness of governance depends on relationships not just structure. He further elaborated that "Board effectiveness depends on the behavioral dynamics of a board and how the web of interpersonal and
group relationships between executive and non-executive directors is developed in particular company contexts. Creating and sustaining accountability within the boardroom is heavily dependent on the attitudes and actions of executive directors to their non-executive colleagues, the work of the chairman in creating the conditions for effectiveness, the experience, skill and judgment of directors and the manner in which they bring these to bear on the conduct of the company”. After lunch, the training participants were taken for university and city tours in Cambridge.

**Seventh Day: MANCHESTER CONFERENCE CENTRE & TEESSIDE UNIVERSITY**

After an interesting leadership discourse in Cambridge University, the participants traveled to Manchester City for the next event: International Conference on Governance and Strategic Management (ICGSM) 2014. The two day conference was held at the Manchester Conference Centre. On the first day of the conference, there were slots for four "honorary lectures" on Governance Policies of the WTO, Leadership and Governance in Change Management, Integrity in the Public Sector: Progression for Enhancement and "The Desire for Money is the Root of All Evils" while three concurrent sessions were also served on Corporate Governance & Public Sector Management, Strategic Management, Business and Finance and Financial Criminology and Ethics.
In the afternoon, Ms. Katrina A. Prentice conducted another leadership talk on "Enhancing Networking Skills in the Global Cross Culture Setting". Meanwhile, the Vice Chancellor of Universiti Teknologi MARA, Tan Sri Dato’ Sri Prof Ir Dr Sahol Hamid Abu Bakar and a few other researchers from the Accounting Research Institute (ARI) traveled to Teesside University to materialize the signing of Memorandum of Understanding (MOU) between these two institutes.

At Teesside University, the group members were greeted by top officials of the university. The MOU was effectively signed by the two vice chancellors later in the afternoon. In the evening, conference dinner for participants was hosted by PBBM and the guest of honor being the deputy chairman, Tan Sri Dato’ Sri Prof Ir Dr Sahol Hamid Abu Bakar.
Eighth Day: MANCHESTER CONFERENCE CENTRE

After a successful first day event, the ICGSM 2014 continues with the Keynote Speech by Prof Rob McCusker, Director of the Centre for Fraud and Financial Crime, Teesside Business School, on a topic titled "Risk Management and Corporate Governance: More Apparent than Real?". This was followed by a plenary session titled "The Global Diffusion of Public Governance Public Practices" with two prominent speakers.

Tan Sri Dato’ Sri Prof Ir Dr Sahol Hamid Abu Bakar shared his experiences through his talk entitled "Management and Governance of a Large University" where he needs to ensure that being big does not mean that the university has to sacrifice on its quality of education. Tan Sri Dato’ Sri Prof Ir Dr Sahol elaborated on the strategic planning and governance undertaken by Universiti Teknologi MARA in ensuring that the university graduates are highly employable and
some become employers themselves. Prof Dr Mishra from the Institute of Public Enterprise (IPE) India spoke on "Issues and Challenges of Governance in Public Enterprises in India".

The plenary session was followed by questions and answers session where training and conference participants had the opportunity to ask questions and discuss with the renowned speakers. Later in the afternoon, Tan Sri Dato’ Sri Prof Ir Dr Sahol Hamid met up with UiTM scholars who are currently pursuing their post graduate programs in the United Kingdom.

*Ninth Day: OLD TRAFFORD*

Today, it's a different form of training. The participants were taken for a fieldwork at the Manchester United Stadium Football Club at Old Trafford in Manchester. The participants were taken in for a professional tour and briefings of the second largest stadium in the United Kingdom. Manchester United Football Club (MUFC) is an English professional football club, based in Old Trafford, Greater Manchester, that plays in the Premier League. The training participants were told that MUFC was founded as Newton Heath LYR Football Club in 1878 and later, the club changed its name to Manchester United in 1902 and moved to Old Trafford in 1910.
Being one of the most successful football clubs in the United Kingdom, MUFC have won twenty League titles, a record eleven FA Cups, four League Cups and twenty FA Community Shields. The club has also won three European Cups, one UEFA Cup Winners’ Cup, one UEFA Super Cup, one Intercontinental Cup and one FIFA Club World Cup. In 1998–99, the club won a continental treble of the Premier League, the FA Cup and the UEFA Champions League, an unprecedented feat for an English club. Just like any other business and government entities, MUFC inculcates good governance and leadership in managing its football club. Manchester United is the third-richest football club in the world in terms of revenue and the second most valuable sports team in 2013. It is one of the most widely supported football teams in the world.

After being floated on the London Stock Exchange in 1991, the club was purchased by Malcolm Glazer in May 2005 in a deal valuing the club at almost £800 million. In August 2012, Manchester United made an initial public offering on the New York Stock Exchange. Later in the afternoon, the group left for Amsterdam.

**Tenth Day: KEUKENHOF TULIP GARDEN, AMSTERDAM**

Last training destination is Amsterdam. As the commercial capital of the Netherlands and one of the top financial centers in Europe, Amsterdam is considered an "alpha world city" by a recent study group. The city is also the
cultural capital of the Netherlands. Many large Dutch institutions have their headquarters there, and 7 of the world's top 500 companies, including Philips and ING, are based in the city.

In Amsterdam, the training participants were taken to visit the tulip plantations in Keukenhof. Covering some 79 acres (32 hectares), the Keukenhof Tulip Gardens is the world’s largest flower garden. They were told that during the springtime, the meandering, wooded gardens are visited by some 800,000 flower-lovers, who come to soak up the blaze of color that envelops the park, its greenhouses, brooks and shady ponds and winding paths.

It’s truly a memorable sight. At Keukenhof Tulip Gardens, nature’s talents are combined with artificial precision to create a wonder of landscaping, where millions of tulips, along with narcissi and daffodils, hyacinths, bluebells and many others blossom perfectly in place and exactly on time. And if the temperatures have been wilting, don’t worry: fresh blooms are planted by helping hands for the duration of the season. Special exhibits are held in the pavilions around the site and there are cafes and refreshment stands throughout.
Later in the evening, the participants had their group presentations. The participants were basically divided into six groups namely: (i) Bank Simpanan Nasional, (ii) Inland Revenue Board, (iii) Tabung Haji, LTAT and MAWIP, (iv) IPTAs, (v) Service Federal Agency (MTIB, LADA, SME Corp and MIDA) and (vi) FINAS and PERKESO. The group basically reflected on the trainings that they have undertaken and indicated how they will improve on their operations, governance and leadership so that they will obtain much better performances in the future. Well done everyone.

**Eleventh Day: WINDMILL & CANAL EXCURSION**

On the final day of Amstredam visit, participants were taken to experience the two "must dos" in Amsterdam: (i) Windmill and (ii) Canal excursion. The Netherlands is synonymous for its windmills, clogs, tulips, canals, cheese markets… practically everything that one would expect to find in a charming and utterly picturesque country. But, the image of windmill (also known as molen) freshly portrays in every minds in Amsterdam. For centuries, windmills have helped the Dutch fight water shortages so it is little wonder that they were the first to develop ‘windmill technology.’ In the glory days, the Netherlands boasted more than 10,000 mills but the molen population today stands at a mere 1,000.
Many of the remaining mills are open to the public and a couple has even been transformed into homes. In the morning, the participants were taken to visit a village famous for its windmills. Later in the afternoon, they took the canal excursion in Amsterdam city. In the evening, the group left Amsterdam for our lovely country Malaysia. Home sweet home, but what a wonderful experience we had in England and the Netherlands.
Training Schedule

**DAY 1 - WED/APR 09**

09:00   Reach London  
12:00   Lunch and check in hotel  
15:30   Internationalisation Strategies Forum  
        Prof William Locke and Mike Winter  
        Institute of Education, University of London  
17:00   Transfer for dinner  
19:00   Motivational and Personal Development Talk by  
        Katrina A Prentice  
21:00   Ice breaking and refreshment

**DAY 2 - THU/APR 10**

06:30   Depart to Oxford University  
08:00   Breakfast  
09:00   Oxford University  
13:00   Lunch  
14:00   Oxford University Facilities Visit  
19:00   Dinner

**DAY 3 - FRI/APR 11**

07:00   Breakfast at the hotel  
08:00   Depart to Parliament House  
09:00   Parliament House Visit  
12:00   Lunch and Friday Prayer  
16:00   Leadership Talk and Signing of MOU, Malaysian Embassy  
        Dinner with Malaysian Students and Delegates, Education Department  
20:00   Depart to hotel
Training Schedule

**DAY 4 - SAT/APR 12**

07:00  Breakfast at the hotel
08:00  Interagency Forum I - Best Practice of Corporate Governance of Malaysian Government Agencies
11:00  Communication Skill for Malaysian Delegates
13:00  Lunch
14:00  London City visit
19:00  Dinner and show

**DAY 5 - SUN/APR 13**

07:00  Breakfast at the hotel
08:00  Check out from hotel
12:00  Lunch
14:00  Depart to Cambridge
19:00  Dinner and check in hotel in Cambridge

**DAY 6 - MON/APR 14**

07:00  Breakfast at the hotel
08:00  Depart to Cambridge Judge Business School
08:45  Cambridge Judge Business School
12:15  Lunch in CJBS
13:30  Guided tour of Cambridge and One Cambridge College by Blue Guides
15:30  Depart to Manchester
20:00  Dinner
21:00  Check in hotel
Training Schedule

**DAY 7 - TUE/APR 15**

- 07:00 Breakfast at the hotel
- 07:45 Depart to Manchester Conference Centre (MCC) International Conference on Governance and Strategic Management (ICGSM) 2014, Manchester Conference Centre
- 08:00 Conference on Governance and Strategic Management (ICGSM) 2014, Manchester Conference Centre
- 13:00 International Conference on Governance and Strategic Management (ICGSM) 2014, Manchester Conference Centre
- 18:00 Dinner with Conference Delegates, Malaysian Delegates and Students
- 20:00 Back to Hotel

**DAY 8 - WED/APR 16**

- 07:00 Breakfast at the hotel
- 08:30 Depart to MCC
- 09:00 International Conference on Governance and Strategic Management (ICGSM) 2014, Manchester Conference Centre
- 13:00 Lunch at MCC
- 14:00 Manchester visit
- 18:00 Dinner

**DAY 9 - THU/APR 17**

- 07:00 Breakfast at the hotel and check out hotel
- 08:00 Interagency Forum II Effective Strategic Communication Skills and Discussion on Case Study
- 10:30 Manchester City Visit, Old Trafford Stadium Tour & Liverpool City Visit
- 13:00 Lunch
- 14:00 Depart to Manchester Airport
- 21:00 Dinner
- 22:00 Check in to hotel
- 22:00 Meeting at the hotel
Training Schedule

**DAY 10 - FRI/ APR 18**

07:00  Breakfast the hotel
07:30  Presentation of Agencies Strategic Way Forward
10:30  Rotterdam City & Port of Rotterdam Visit
13:00  Lunch and Friday Prayer
15:00  Keukenhof visit
17:00  Dinner
20:00  Personal Reflection and Closing ceremony

**DAY 11 - SAT/ APR 19**

07:00  Breakfast at the hotel and check out hotel
09:00  Amsterdam visit
14:00  Lunch
17:00  Depart to airport
## Conference Schedule

### Day 1 – Monday, 14 April 2014

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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| 16:00 - 18:00 | Early Registration  
Welcome Reception (drinks and buffet snacks are provided)          |

### Day 2 – Tuesday, 15 April 2014

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<tr>
<th>Time</th>
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<tr>
<td>08:00 - 09:00</td>
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<th>Room A</th>
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<tr>
<td>09:00 - 09:30</td>
<td>Honorary Lecture I</td>
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<td>Governance Policies of the WTO,</td>
<td>Leadership &amp; Governance in</td>
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<td>and its Impact on the Wider</td>
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<td>- Dr. Mervyn Martin</td>
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<td>09:30 - 10:00</td>
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<td>Integrity in the Public Sectors:</td>
<td>The Desire of Money is the Root of</td>
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<tr>
<td>- Prof. Dr. Hj Muhamad Rahimi Osman</td>
<td>- Dr. Morrison Handley-Schachler</td>
</tr>
<tr>
<td>10:00 - 10:15</td>
<td>Networking and refreshments</td>
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### Concurrent Sessions

<table>
<thead>
<tr>
<th>Room A</th>
<th>Room B</th>
<th>Room C</th>
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<tbody>
<tr>
<td>10:15 - 11:30</td>
<td>Concurrent Session 1a</td>
<td>Concurrent Session 1b</td>
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<tr>
<td>11:30 - 13:00</td>
<td>Concurrent Session 2a</td>
<td>Concurrent Session 1c</td>
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<tr>
<td>13:00 - 13:45</td>
<td>Lunch and networking</td>
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<tr>
<td>13:45 - 14:30</td>
<td>Strategies in the Global Economy</td>
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<tr>
<td>14:30 - 15:15</td>
<td>Enhancing Networking Skills in the Global Cross Culture Setting</td>
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<tr>
<td>- Katrina A Prentice</td>
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<tr>
<td>15:15 - 15:30</td>
<td>Tea Break</td>
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<tr>
<td>15:30 - 17:10</td>
<td>Concurrent Session 3a</td>
<td>Concurrent Session 3b</td>
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<tr>
<td>18:00 - 21:00</td>
<td>Conference Dinner</td>
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<tr>
<td>08:00 – 09:00</td>
<td>Registration</td>
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<tr>
<td>09:00 – 09:15</td>
<td>Welcoming address</td>
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<tr>
<td>09:15 – 10:00</td>
<td>Keynote speech</td>
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<td></td>
<td>- Prof. Dr Normah Omar</td>
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<td>Director of Accounting Research Institute, Universiti Teknologi</td>
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<td>10:00 – 10:15</td>
<td>Tea Break</td>
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<tr>
<td>10:15 – 12:30</td>
<td>Plenary Session</td>
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<tr>
<td></td>
<td>The Global Diffusion of Public Governance Current Practices</td>
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<td>Moderator:</td>
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<td></td>
<td>- Prof Dr Normah Omar</td>
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<tr>
<td></td>
<td>Director of Accounting Research Institute</td>
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<td>Panel:</td>
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<td></td>
<td>- Management &amp; Governance of a Large University</td>
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<td></td>
<td>Tan Sri Dato' Sri Prof Ir Dr Sahol Hamid Abu Bakar</td>
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<td></td>
<td>Vice Chancellor Universiti Teknologi MARA, Malaysia</td>
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<tr>
<td></td>
<td>- Issues and Challenges of Governance in Public Enterprise</td>
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<td></td>
<td>Prof. Dr Mishra R.K.</td>
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<td></td>
<td>Director of Institute Public Enterprise, India</td>
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<td>- Prof. Rob McCusker</td>
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<td></td>
<td>Director of the Centre for Fraud &amp; Financial Crime</td>
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<td>Teesside University Business School</td>
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<tr>
<td>12:30 - 13:00</td>
<td>Closing Remark &amp; Best Paper Award</td>
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<tr>
<td>13:00 – 14:00</td>
<td>Lunch &amp; Adjourn</td>
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INTERNATIONAL CONFERENCE ON GOVERNANCE & STRATEGIC MANAGEMENT (ICGSM) 2014 ORGANIZING COMMITTEE

Reviewer

Prof Dr Rashidah Abdul Rahman
Prof Dr Zubaidah Zainal Abidin
Prof. Dr Ibrahim Kamal Abdul Rahman
Prof. Dr Nafisah Mohamed
Prof. Dr Takiah Mohd Iskandar
Prof. R.K. Mishra
Prof. Sardar M.N Islam
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Assoc. Prof Dr Pornanong Budsaratragoon
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Dr Morrison Handley-Schachler
Dr Nor Balkish Zakaria
Dr Nor Farizal Mohammed
Dr Yongsheng Guo
Dr Philip Sinnadurai
Dr Razana Juhaida Johari
Dr Ria Nelly Sari
Dr Sharifah Nazatul Faiza Syed
Mustapha Nazri
Dr Sharifah Norzehan Syed Yusof
Dr Suhailyo Hasnan
Dr Tuan Zainun Tuan Mat
Saunah Zainon
## Delegate List

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Tan Sri Dr Mohd Shukor Hj Mahfar</td>
<td>Inland Revenue Board Of Malaysia</td>
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<tr>
<td>Tan Sri Dato Sri Prof Ir Dr Sahol Hamid Bin Abu Bakar</td>
<td>Universiti Teknologi Mara</td>
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<tr>
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<tr>
<td>Prof Dr Normah Binti Omar</td>
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<tr>
<td>Assoc Prof Dr Zuraidah Binti Mohd Sanusi</td>
<td>Universiti Teknologi Mara</td>
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<tr>
<td>Assoc Prof Dr Jamaliah Binti Said</td>
<td>Universiti Teknologi Mara</td>
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<td>Dr Nor Balkish Binti Zakaria</td>
<td>Universiti Teknologi Mara</td>
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<tr>
<td>Dr Norazida Binti Mohamed</td>
<td>Universiti Teknologi Mara</td>
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<tr>
<td>Rohany Binti A Rahman</td>
<td>Malaysian Statutory Bodies Association</td>
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<tr>
<td>Dr Zainal Abidin Bin Sanusi</td>
<td>The Higher Education Leadership Academy</td>
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<tr>
<td>Abu Bakar Ibrahim</td>
<td>Universiti Malaysia Sarawak</td>
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<tr>
<td>Mohd Nor Shokri Bin Abdul Rahman</td>
<td>Universiti Malaysia Terengganu</td>
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<td>Mohd Saad Bin Hj Din</td>
<td>Universiti Sains Malaysia</td>
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<tr>
<td>Dato’ Wan Azman Wan Omar</td>
<td>Universiti Putra Malaysia</td>
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<tr>
<td>Prof Dr Mansor Bin Ahmad</td>
<td>Universiti Putra Malaysia</td>
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<td>Hishamudin Bin Mohamed</td>
<td>Inland Revenue Board Of Malaysia</td>
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<td>Norisham Bin Long</td>
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<tr>
<td>Maimunah Binti Hamzah</td>
<td>National Film Development Corporation Malaysia</td>
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<td>Abd Halim Bin Anen</td>
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<td>Zamri Bin Draman</td>
<td>Social Security Organization</td>
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<td>Isahak Bin Ab. Manap</td>
<td>Social Security Organization</td>
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<td>Mohd Sofian Bin Amirudin</td>
<td>Bank Simpanan Nasional</td>
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<td>Abdul Rani Bin Sa’ad</td>
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<td>Eddy Hisham Bin Kamaruddin</td>
<td>Bank Simpanan Nasional</td>
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<tr>
<td>Assoc Prof Dr Ismail Bin Ali</td>
<td>Universiti Malaysia Sabah</td>
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<tr>
<td>Philip Anak Gaweng</td>
<td>Malaysian Pepper Board</td>
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</tbody>
</table>
Mohd Rodzi Bin Osman
Zaibi Binti Yakin
Dato’ Sri Kamarudin Bin Mat Ali
Kamel Effendy Bin Mohd Razali
Mohd Yunus Bin Ahmad
Suraya Binti Kulop Abdul Rahman
Fatimah Az Zahra Binti Mohd Ripin
Sharmila Binti Mat Zain

Majlis Agama Islam Wilayah Persekutuan
Malaysian Timber Industry Board
Lembaga Tabung Haji
Bank Simpanan Nasional
Armed Forces Fund Board
SME Corporation Malaysia
Malaysian Investment Development Authority
CUD Synergy Sdn Bhd

Committee Member

Prof Dr Normah Hj Omar
Prof Dr Rashidah Abd Rahman
Prof R.K. Mishra
Prof Sardar M. N. Islam
Prof Dr Muhamad Rahimi Osman
Prof Dr Sohaimi Zakaria
Assoc Prof Dr Zuraidah Mohd Sanusi
Assoc Prof Dr Jamaliah Said
Assoc Prof Dr Pornanong
Budsaratragoon
Dr Ria Nelly Sari
Dr Phillip Sinnadurai
Dr Morrison Handley-Schachler
Dr Nor Balkish Zakaria
Dr Norazida Mohamed

Dr Zainal Abidin Sanusi
Dr Adzrool Idzwan Ismail
Rohany A Rahman
Penelope Jayaram
Yusarina Mat Isa
Ahmad Tarmizi Mohd Asahari
Zubir Azhar
Wan Mariati Wan Omar
Munirah Morad
Aziatul Waznah Ghazali
Mohd Hafizuddin Mohd Ariff
Nur Aima Shafie
Norhidayah Ismail
Khairunnisa Nasir
Syed Ali Syed Mat Zain
Mohamad Hazharuddin Hassan
CLOSING

As the leadership training has been successfully organized, it is hoped that the outcome of this event will subsequently lead to widespread public awareness on strategic management skills and accounting research. This can be achieved through continuous and commitment among the leaders as well as academia. We earnestly welcome the exchange of ideas and information among the delegates and participants of these events. Both events are expected to provide meaningful findings and recent updates on the issues of leadership, governance and strategic management that could stimulate further research interest in these areas. Both need to explore and engage more in advanced research and collaboration relating to accounting and areas closely linked to it. The whole activities were designed and carried out with a very careful consumption of funding as everyone is aware of the knowledge and experience that they should gained despite of the cost saving budget. Overall, it was a fruitful training and conference indeed, CONGRATULATION!