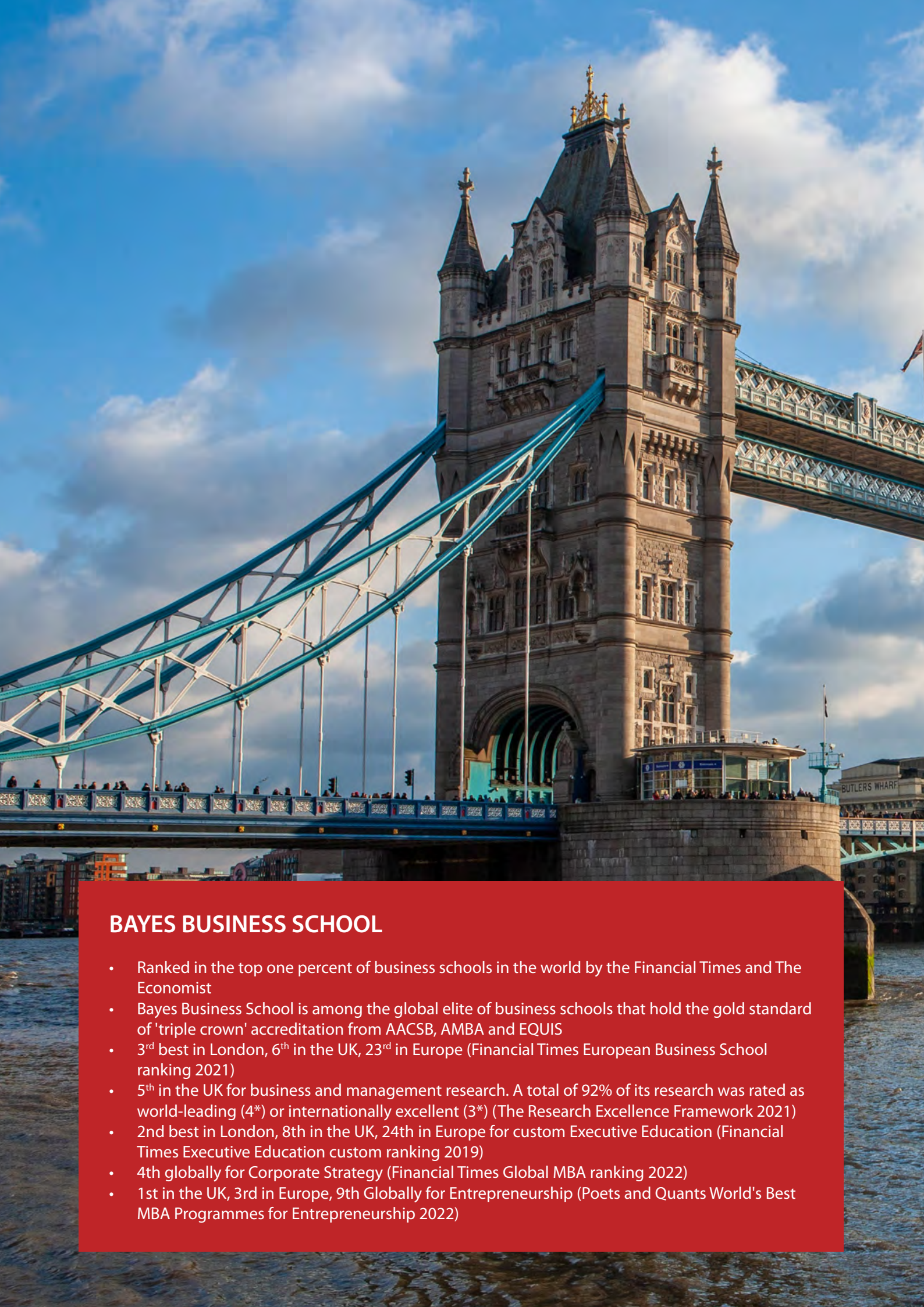




GLOBAL BANKING LEADERS PROGRAMME



BAYES BUSINESS SCHOOL

- Ranked in the top one percent of business schools in the world by the Financial Times and The Economist
- Bayes Business School is among the global elite of business schools that hold the gold standard of 'triple crown' accreditation from AACSB, AMBA and EQUIS
- 3rd best in London, 6th in the UK, 23rd in Europe (Financial Times European Business School ranking 2021)
- 5th in the UK for business and management research. A total of 92% of its research was rated as world-leading (4*) or internationally excellent (3*) (The Research Excellence Framework 2021)
- 2nd best in London, 8th in the UK, 24th in Europe for custom Executive Education (Financial Times Executive Education custom ranking 2019)
- 4th globally for Corporate Strategy (Financial Times Global MBA ranking 2022)
- 1st in the UK, 3rd in Europe, 9th Globally for Entrepreneurship (Poets and Quants World's Best MBA Programmes for Entrepreneurship 2022)

ABS in London | Executive Education

GLOBAL BANKING LEADERS PROGRAMME

27 NOVEMBER – 8 DECEMBER 2023





ABS FLAGSHIP PROGRAMME

GLOBAL BANKING LEADERS PROGRAMME

The annual **Global Banking Leaders Programme** is a flagship programme of the Asian Banking School (ABS) and was launched in 2016. The first of its kind to be developed specifically for the banking industry, it is a collaboration between ABS and the Bayes Business School (formerly Cass), City, University of London. This will be the sixth year of the Programme.

The Global Banking Leaders programme will be delivered through a mixture of lectures, interactive debates, topical case studies and group-work by a balance of Bayes Business School faculty members and experienced industry experts. It will be led by internationally renowned academician Professor Steve Thomas, and will draw from Bayes experts in banking and leadership.

This unique programme has been designed for senior level professionals from banking and other finance-related institutions and will give invaluable insights into areas that leaders of today must face head on as we navigate a post pandemic future. This includes building a resilient and adaptable leadership brand, developing agile teams and a conducive corporate culture, stakeholder management, strategic change, behavioural finance, FinTech and digital transformation, blockchain and cryptocurrencies, ESG, innovation, enhancing collaborations and regulatory initiatives.

It will be delivered over two weeks; with the first week in Kuala Lumpur, Malaysia at the state-of-the-art facilities of the Asian Banking School and the second week in London, United Kingdom at the centrally located Bayes Business School. Following successful completion of the Programme, participants will become alumni of the Bayes Business School and be part of an illustrious network of graduates and professionals from around the world.

GLOBAL BANKING LEADERS PROGRAMME

WEEK 1

Kuala Lumpur,
Malaysia
27 – 30 Nov 2023

WEEK 2

London,
United Kingdom
4 – 8 Dec 2023

PROGRAMME FEES*

MALAYSIAN PARTICIPANTS

MYR 80,000
per participant

INTERNATIONAL PARTICIPANTS

GBP 14,900
per participant

**Fee includes lunch and other refreshments on programme days, as well as programme materials for one participant. It also includes the two formal dinners in London during the second week of the Programme.*

PAYMENT OPTIONS

- This programme is an approved **HRD Corp** claimable course and employers can claim 100% of the programme fee.
- The programme fee, as well as airfare and accommodation for the purpose of attending the second week of the Programme in London is **STF credit** claimable for qualifying Malaysian banks.

CPD POINTS



MyCo ID: 201201039737



ENQUIRIES

Please contact Asian Banking School at:
Tel: **+603-2701 7822** or
Email: **training@asianbankingschool.com**

REGISTRATION

Please register online at
**[www.asianbankingschool.com/our-programmes/
executive-education](http://www.asianbankingschool.com/our-programmes/executive-education)**
Alternatively, you may email your completed
Registration Form to **training@asianbankingschool.com**
Terms and conditions apply. Please visit
www.asianbankingschool.com/terms-and-conditions

Note : All Information in this publication is correct at the time of printing but may be subject to change.



GLOBAL BANKING LEADERS PROGRAMME

WEEK 1
27 – 30 NOVEMBER 2023
KUALA LUMPUR, MALAYSIA



PROGRAMME OUTLINE – WEEK 1, KUALA LUMPUR

Schedule	Monday, 27 November	Tuesday, 28 November
09:00 - 12:30	<p>Welcome Session & Registration (8:30 - 9:00)</p> <p>Building a Resilient and Adaptable Leadership Brand (Cliff Oswick)</p> <ul style="list-style-type: none"> Leading in uncertain times Developing effective contingent leadership strategies Sharpening leadership decision-making processes Strategies for coping with ambiguity and risk (in a post-Covid world) 	<p>Behavioural Biases in Financial Institutions and their Role in Financial Crises (Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> Behavioural finance and its impact on financial institutions Decision-making in context Rules versus Experts Evolution of risk perceptions Forgetting history Regulatory developments Biases and Regulators Lessons from the pandemic for understanding biases going forward <p>Case Study: The Irish Banking Crisis: what Malaysian Bankers can learn from it (10:45-12:30)</p>
10:30 - 10:45 (break)		
12:30 - 13:30	Lunch	Lunch
13:30 - 17:00	<p>Leadership Challenges in Running a Bank Post Covid (Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> Creating scalability and sustainable profitable growth Winners and losers in the new post pandemic banking world Sources of diverse performance What drives diverse performance? Where is your bank in this spectrum? Challenges of talent management, retention, and reward strategies in a new working environment 	<p>Motivating Followers, Managing Stakeholders and Creating Engagement (Cliff Oswick)</p> <ul style="list-style-type: none"> Understanding shifting motivational priorities, variables and influences Appreciating and managing individual differences Maintaining equity and delegating effectively Managing conflicting and contrasting stakeholder demands Overcoming competition and promoting collaboration
15:15 - 15:30 (break)		
17:00 - 18:00	Project Coaching - Steve Thomas and David Mellor	Project Coaching - Steve Thomas and David Mellor

WEEK 1 – MONDAY, 27 NOV 2023

Morning Session : **Building a Resilient and Adaptable Leadership Brand**

The session will open with a discussion around the topic of leadership in general, focusing on key leadership attributes and exploring what a world-class leader in banking might look like. Participants will then be invited to consider in turn: a) their current leadership style; b) the type of leader they would like to become; and c) what steps they would have to take to get there. The session will conclude with each participant creating a personal “brand leadership” statement. They will be encouraged to review this after each session (including those in Week 2), as they come across components that they would want to weave into their respective leadership brands.

Afternoon Session : **Leadership Challenges in Running a Bank Post Covid**

The session will open with a session that will set the tone for the two-week programme and represents a broad overview of the many and varied challenges facing bank leaders today. Many of these themes will be revisited during the programme. The programme will start with an overview of the leadership challenges that are specific to banks with particular emphasis on building and maintaining sustainable growth, analyse the challenges around talent management, staff retention and rewards. It will continue with an analysis of banks’ balance sheets and what this means in terms of “rebuilding a bank’s reputation”. And we ask why well capitalised banks with good liquidity and high quality assets can still go broke...very quickly!

Wednesday, 29 November	Thursday, 30 November
Developing Agile Teams and a Conducive Corporate Culture (Cliff Oswick) <ul style="list-style-type: none"> • Building agile, virtual, and cross-disciplinary teams • Facilitating hybrid and responsive cultures • Promoting networks and managing hierarchies • Exercising power and influence in constructive ways • Leveraging political systems and processes • Breaking silos and leveraging networks 	Forecasting and Risk Perceptions in the Post-Pandemic Banking World (Steve Thomas and David Mellor) <ul style="list-style-type: none"> • Banking Banana skins: Evolution of risk perceptions and what lies ahead • Why forecast? • Forecasting failures • Forgetting history? Or never knowing history? • Can we restore confidence in forecasting? How? • The forecasting tournament Assessing the Major Sources of Risk for Banking in Malaysia Over the Next 5 years (10:45-12:30)
Lunch	Lunch
The Agile Bank (Steve Thomas and David Mellor) <ul style="list-style-type: none"> • What is agility in banking? • What has the pandemic taught us about agility in banking? • Has it changed our views? • What are the characteristics of the Agile Bank? • Is your bank 'Agile'? Case Study : Starling Bank (15:30-17:00) <ul style="list-style-type: none"> • A different sort of bank? Would you consider Starling to be Agile? Does Agility = Profitability? Is Starling a model for banking going forward? 	Leading Strategic Change in Challenging Times (Cliff Oswick) <ul style="list-style-type: none"> • Why most change programmes fail • Core assumptions of traditional and stable change initiatives • Addressing and overcoming resistance to change • Identifying and embracing shifting change imperatives • Integrating and responding to the 'new-normal' • Programme review and personal action planning
Project Coaching - Steve Thomas and David Mellor	

WEEK 1 – TUESDAY, 28 NOV 2023

Morning Session : **Behavioural Biases in Financial Institutions and their Role in Financial Crises**

The morning session will start with an overview of behavioural lessons from the Global Financial Crises and lessons learned from experience. The session will touch upon key lessons learned including the evolution of risk perceptions, forgetting history and regulatory developments that have arisen as a result of the Global Financial Crises. The role of 'bank runs', deposit insurance and bank bail-outs following the Silicon Valley Bank episode in the US will be looked at closely for lessons for bank regulators and bank leaders throughout the world. The Irish banking case will be very relevant here.

Afternoon Session : **Motivating Followers, Managing Stakeholders, and Creating Engagement**

The afternoon will be dedicated to 'leading others' (e.g., leading teams, motivating followers, managing conflict, delegating, and engaging others). In particular, this session will address topics such as the variables and influences in managing individual differences and managing intrinsic and extrinsic systems of rewards and incentivisation, maintaining and delegating effectively across teams.

Morning Session : **Developing Agile Teams and a Conducive Corporate Culture**

The core morning session on developing and managing team performance comprises a situational component and begins by explaining how people can be seen through different lenses - how they prefer to behave, how they are behaving, and what behaviours others probably observe. The participants will also be asked to consider the importance of: a) the unexploited behaviours, which could be leveraged; b) over-utilised behaviours which by virtue of being overdone could become weaknesses; and c) behaviours that take a person beyond their comfort zone. Analysis of feedback and subsequent discussion would form the first part of the diagnostic in terms of establishing the self-leadership development the bank leader might require to progress. The self-awareness component of the programme will also provide an opportunity for participants to consider the adaptation in style required to deal with colleagues in different situations and with colleagues with behaviour and leadership styles that differ from their own.

The session will then move on to consider how a team is likely to behave. Where does a team have strengths to be exploited and blind spots to be addressed? This stage of the session will also provide an opportunity to introduce the concept of the “problem-solving wheel”, where bank leaders can learn how to bring different behaviours in to play in a logical sequence to achieve the optimum result. The final part of this session will look at how a bank leader, armed with heightened self-awareness and an appreciation of how their team is likely to behave, can develop a team so that it is as efficient and effective as possible.

Afternoon Session : **The Agile Bank**

The pandemic saw a great divergence between the winners and losers in banking in terms of RoE, Market to Book (a range of 7 to 0.5!), and other metrics. To survive in the new aggressive ultra-fast digital environment banks have to be 'agile'.

What is this concept of 'agility'? What are the key features of a successful agile bank, and can we identify common features of those banks making successful strides in this direction? Is improving customer centricity and building new cultures at the core of success for the most agile banks? Is 'agility' any protection in the face of a run on a bank? Do depositors and shareholders value this property of 'agility'? Can we objectively measure 'agility'?

Morning Session : **Forecasting and Risk Perception in the Post Pandemic Banking World**

We examine the dismal recent history of forecasting in all its guises, examining the specific cases of banking crises and more recently the Covid pandemic. Could they have been anticipated and managed better by financial institutions? Can we understand and manage the behavioural biases which are so damaging to the banking sector but also to the management of non-financial crises? With UBS absorbing Credit Suisse are there any obvious red flags we should look for in this 'merger'? The class will examine and critique the Davos 2023 suggestions for likely risks ahead in 2024 and beyond. Finally, we look closely at 'Superforecasting' as a possible way to re-establish the credibility of the forecasting industry and assess how lessons from this activity can help bankers in planning ahead.

Afternoon Session : **Leading Strategic Change in Challenging Times**

This session will start with an appreciation of processes and best practice in managing strategic changes in organisation but with a particular emphasis on the banking sector taking into account recent well-known examples. Different approaches to planned organisational changes will be discussed with particular emphasis on planned as well as emerging change programmes. Whilst exploring key change management principles, the programme will also tackle the challenge of “resistance to change” and overcoming “resistance to change” with a practical change intervention case study as an example for delegates to learn from and apply within their own context.



Participants are encouraged to make flight arrangements to London for Week 2 of the programme that allows them enough time to get well adjusted before starting classes the following Monday.



GLOBAL BANKING LEADERS PROGRAMME

WEEK 2
4 – 8 DECEMBER 2023
LONDON, UK



PROGRAMME OUTLINE – WEEK 2, LONDON

Schedule	Monday, 4 December	Tuesday, 5 December
9:00 - 13:00	Welcome and Registration (8:30am - 9:00am)	Big Data in the Financial Services Sector (Dimitris Paraskevopoulos)
10:45 - 11:00 (break)	Leading Innovation and Resilience (Aneesh Banerjee) <ul style="list-style-type: none"> What is AI and how will AI change managers and leaders' jobs? New demands on leadership in the age of maturing AI Organisational change driven by AI Case study: Can we use AI in recruitment? The case of "Grow 360" 	<ul style="list-style-type: none"> The role of Big Data in the modern world Using Machine Learning and Artificial Intelligence to improve performance How Big Data contributed to banking performance in the pandemic era Case study: the New York medical fraud detection case and other case studies on the day
13:00 - 14:00	Lunch	Lunch
14:00 - 17:00	Engaging and Inspiring Others : Using the Power of Narrative (Nadia Marchant, iOpener)	FinTech and the Banking Sector (Angela Gallo)
15:00 - 15:15 (break)		<ul style="list-style-type: none"> Risks and challenges involved with using AI, ML and Blockchain technologies and FinTech services
17:00 - 18:00	Project Coaching	Project coaching
18:30 - 21:30	Welcome Dinner	Free evening

WEEK 2 – MONDAY, 4 DEC 2023

Morning Session : **Leading Innovation and Resilience**

Innovation, very simply put, is the ability to create value from new products, services, or business models. Innovation can be in a relatively simple process update or in a complex new business model, but the fact is, most innovation projects – simple or complex – struggle to deliver value. In this session, we aim to understand why this is so and what can leaders do about it? Using a mix of cases, exercises, and conceptual frameworks – we will discuss why Leadership Resilience – the ability of leaders to bounce back from setbacks, could be central to your firm's ability to innovate successfully.

Afternoon Session : **Engaging and Inspiring Others : Using the Power of Narrative**

Stories have been told over the ages to pass on history and culture. And now stories are also regarded as an element of organizational and commercial success; particularly as employees and clients demand a link to purpose and meaning. Woven into every great advertisement is a story. That's because stories sell and build reputation. This workshop demands energy and full engagement from its participants, as you will be practicing telling stories from the outset of the session; putting into practice different styles of stories as well as receiving feedback on how your stories and storytelling persona come across to your peer group and facilitator.

Afternoon Session : **FinTech and the Banking Sector**

Financial Technology has been one of the leading driving force of changes affecting the financial industry in the past decade, leveraging on new customers' preferences and the expectation that it will improve the provision of financial services, from lowering transaction costs to expanding the customer base and their access to financial services. The banking industry, more than any other sector of the financial system, has witnessed the disruptive ability of FinTech and its impact on market structure, competition and financial stability.

Building on the works of global standard setting bodies, this session covers the main pillars of FinTech (FinTech activities, enabling technologies and policy enablers) and discuss the implications of the Fintech revolution on the banking industry, with the support of real-world case studies (e.g., peer-to-peer lending, payment innovations, RegTech for compliance, Open banking).

Morning & Afternoon Sessions : **Leading Digital Transformation in the Banking Sector**

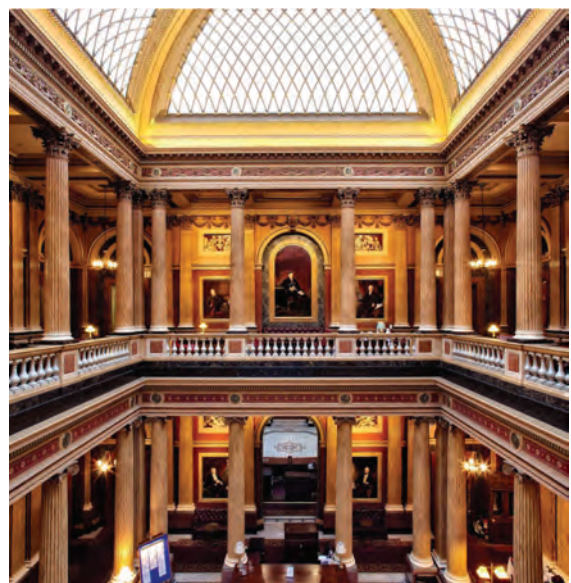
Digital transformation is not about adopting digital technologies in the organisation. Digital transformation is about adapting businesses to a “new normal”. As digital technology, society and businesses co-evolve into this “new normal”, creating multiple levels of change and uncertainty, business leaders must think thoroughly about their core business and the new drivers of value creation, value delivery and value monetisation that this “new normal” is shaping. This programme is designed to equip participants with the conceptual knowledge and practical skills to lead the digital transformation, and not to succumb to it.

Through a combination of lecture, case discussions and application workshop, this full immersion on digital transformation will address four key topics:

- How to set a digital transformation strategy
- From digital strategy to digital transformation
- Organising for digital transformation
- Digital disruption

Evening Session : **Celebration Dinner at the Reform Club**

The Reform Club was founded in 1836 and is a private members' club in central London. It is housed in one of the finest Victorian buildings in the country, a palatial masterpiece by Sir Charles Barry that has remained largely unchanged since it was completed in 1841. Inspired by Italian Renaissance architecture, the Club externally bears a distinct resemblance to the Palazzo Farnese, which Michelangelo completed in 1589. Although founded principally to serve a political goal as the centre of the Liberal Party, over the years it has evolved. Since around 1920, the Club has served a purely social purpose and from being a traditional gentlemen's club, it was one of the first to change its rules to include the admission of women on equal terms. J. M. Barrie, Henri Cartier Bresson, Winston Churchill, E. M. Forster, Henry James, Lord Palmerston and H. G. Wells were all Reformers.



WEEK 2 – THURSDAY, 7 DEC 2023

Morning Session : **Blockchain and Cryptocurrencies**

The morning session will focus on two very topical areas relevant to the banking and financial services sector: blockchain and cryptocurrency. After a brief introduction, the session will particularly address the relevance for the banking sector, whether cryptocurrencies are a reliable financial instrument or not, whether the post-pandemic banking sector has increased or decreased the interest in cryptocurrencies, the evolution of cryptocurrencies and its relevance to the central banking system, the regulatory environment and investment protection globally.

Afternoon Session : **The ESG/Profitability Trade-off**

Once a niche activity at the periphery of capital markets, investment strategies that integrate Environmental, Social and Governance (ESG) factors are now becoming mainstream. This two-hour session turns to a discussion of "ESG engagement," that is, the growing tendency of activist investors to lobby companies to improve their social or environmental track record. It does so by considering the dilemma faced by British insurer Aviva in deciding whether to divest or not from a lucrative mining company with a controversial track record in human rights. The session concludes by bringing together the general lessons from the discussions on ESG and turning to their implications for financial firms.

Afternoon Session : **Offsite Visit to Bank or FinTech Company**

Participants will gain first hand knowledge and hear from practitioners on their experiences in the work that they are doing.

WEEK 2 – FRIDAY, 8 DEC 2023

Morning Session : **Project Presentations**

Throughout the two weeks, the participants will be expected to work on assigned projects related to the management and leadership challenges that they are facing in their banks. The project gives participants the chance to draw on all of the leadership and banking-specific elements discussed in the programme over the two weeks.

These projects will be completed in small groups, where each group will benefit from the guidance of the programme leaders over this period. The culmination of this project work will be a presentation to an expert panel – comprised of a selection of the banking and leadership programme lecturers and chaired by the programme leaders. Each group will present their project findings and will receive feedback from the expert panel.

BECOMING ALUMNI

Participants of the Global Banking Leaders Programme will become alumni of the Bayes Business School following successful completion of the Programme and be part of an illustrious network of executives from around the world.



Professor Stephen Thomas *(Programme Leader)* **Professor of Finance**



The Global Banking Leaders Programme will be led by one of Bayes Business School's most experienced Faculty, Professor Stephen Thomas. He is an internationally renowned academic, and has held numerous senior posts around the world. He has held professorships in Finance at the University of Wales, in Financial Markets at the University of Southampton, and joined Bayes as Professor of Finance in 2007 where he is currently Course Director for the Executive MBA. Professor Thomas was also a Visiting Professor at Queen's in Canada between 1986 and 1987, and has been a Visiting Professor at the ISMA Centre of the University of Reading since 1996. He has won numerous prestigious academic prizes including Prizes for Best Paper at the Global Finance Conference in Dublin in 2005, and Best Market Microstructure Paper at the Mid-West Finance Meetings in Chicago in 2006. In the same year, he was ranked 11th in Europe for research in finance over the previous decade.

Professor Thomas has recent experience as an investment strategist and partner for a private client firm, Firecrest Hambro, and on the Investment Management Committee of Hasley Investment Management, a multi-strategy investment fund. He founded and edits a range of publications on global credit with Interactive Data (formerly FT). He has also undertaken consultancy and teaching in risk and asset management and corporate finance at various global financial institutions. He is involved in professional exams for the investment industry, including serving on the exams and education committee for CFA UK. He established Solent Systematic Investment Strategies as a vehicle to create investment indices for global investment banks.

Professor Cliff Oswick **Chair in Organizational Theory, Bayes Business School**



Cliff joined Bayes in 2011 as a Professor in Organization Theory. He also served as Head of the Faculty of Management and Deputy Dean at Bayes between January 2011 and January 2016. Before going to Bayes, he spent 4 years at Queen Mary, University of London as a Professor of Organization Theory in the School of Business and Management and served as Dean of the Faculty of Law & Social Sciences (2007-2011). He has also previously held posts at University of Leicester (2002-2007), King's College, University of London (1990-2002), and Westminster University (1988-1990). Before becoming a full-time academic in 1988, Cliff worked as a HR manager in local government. Cliff's research focuses on the application of aspects of discourse, dramaturgy, tropes, narrative and rhetoric to the study of

organizations and organizing. He is particularly interested in the study of leadership processes, employee engagement, and organizational change. He has published over 120 academic articles and contributions to edited volumes, including contributions to *Academy of Management Review*, *Human Relations*, *Journal of Management Studies*, *British Journal of Management*, *Organization*, and *Organization Studies*. He is the European Editor for *Journal of Organizational Change Management* and Associate Editor for *Journal of Change Management*. He is also a co-director of ICROD (the International Centre for Research on Organizational Discourse, Strategy and Change), a member of the CIPD (Chartered Institute of Personnel Development), a member of the National Training Laboratory, chair of the board of trustees for The Tavistock Institute of Human Relations, and a member of the Executive Board of the ODC (Organization Development and Change) Division of the Academy of Management. Beyond his academic responsibilities, Cliff has also undertaken a variety of consultancy projects, senior coaching activities and executive development assignments with a number of high profile corporate clients.

David Mellor

Honorary Senior Visiting Fellow, Faculty of Finance, Bayes Business School



David is an Honorary Senior Visiting Fellow in the Faculty of Finance at Bayes Business School, where he has run workshops on managing strategic change, entrepreneurship, corporate entrepreneurship, leadership, building high performance teams and sales. In addition, he has acted as course director and provided facilitation and mentoring support to participants in small groups and on a one-to-one basis.

Since 2001 David has developed a portfolio of activities which derive principally from 25 years' experience in commercial and investment banking with HSBC and Deutsche Bank. His consultancy activities embrace strategic planning and implementation and mentoring existing and aspiring entrepreneurs. He is a recognised expert in his field, regularly speaking at conferences and running seminars and workshops. He provides one-on-one and group mentoring to aspiring entrepreneurs, many of whom are aiming to establish themselves as consultants.

He published "From Crew to Captain" in 2010, written for people making the transition from working for big institutions to working for themselves. He has followed that up by launching "From Crew to Captain: A Privateer's Tale" in 2014, which is written for people establishing consultancy practices. The third book in the trilogy – "From Crew to Captain: Commander of the Fleet" was released in November 2015. He is also co-author of FT Publishing's "Inspirational Gamechangers" which launched in 2015. David is a Freeman of the Guild of Entrepreneurs. He holds a Degree and a Master's degree from the University of Cambridge, and is a member of the Institute of Directors. He is a Certified PRISM Brain Mapping Practitioner.

Professor Gianvito Lanzolla

Professor of Strategy, Bayes Business School



Gianvito joined Bayes Business School (formerly Cass) in April 2006. He served as Head of the Faculty of Management from 2016 to 2020 and is the Founding Director of the Bayes' Digital Leadership Research Centre (DLRC). Gianvito is a Fellow of the Royal Society of the Arts (RSA).

Before joining Bayes, Gianvito was a Research Fellow on the Faculty of the London Business School (2004 – 2006) and over the years, has had several visiting appointments at leading business schools including the London Business School, Hyderabad's Indian School of Business and Berlin's ESMT.

Gianvito studies the impact of technological and institutional change on competitive dynamics, firm strategy, and firm organisation. His articles have appeared in leading outlets including Academy of Management Journal, Academy of Management Review, Production and Operations Management, Long Range Planning, Journal of Management, Business Strategy Review, Business History and Harvard Business Review. Gianvito's research has won several academic prizes and has been widely featured in the business media including the Financial Times, the Economist, CNBC, CCTV and Wall Street Journal; and in policy papers. He is currently editor of two special issues focused on digital transformation in the California Management Review and Academy of Management Discoveries.

Gianvito has directed and delivered executive development programmes and has contributed as an advisor to many boards and executive leadership teams around the world. Recent corporate engagements include Apple, Baker McKenzie, European Club Association, Schott, Beazley, BBC, Syngenta, Gazprom, IBM, the UAE's Prime Minister Office, Abu Dhabi Ports Authority, Microsoft, Mizuho, Zurich, KION, Axel Springer, Vailant and Vodafone Group. He has also delivered more than 100 keynotes speeches to corporate and policy audiences.

Professor Daniel Beunza

Professor of Social Studies of Finance, Bayes Business School



Daniel Beunza is Professor of Social Studies of Finance at Bayes Business School (formerly Cass). Beunza's research explores the ways in which social relations and technology shape financial value. His award-winning study of a derivatives trading room on a Wall Street bank traced the roots of extraordinary returns to the use of space and internal organization. Beunza obtained his PhD from New York University, and has previously taught at Columbia University, the London School of Economics and Copenhagen Business School. His research has been published in Organization Science, Organization Studies and Economy and Society. Beunza is a leading contributor to the social studies of finance literature, and editor of the blog Socializing Finance. He has served as Chair of the Academic Network of the

Principles of Responsible Investment, and collaborated with the UK Banking Standards Board on the use of ethnography and grounded theory research to enhance professional standards in the UK's financial sector. Beunza's recent book, "Taking the Floor: Models, Morals and Management in a Wall Street Trading Room" (Princeton University Press) considers the moral consequences of the use of economic models on Wall Street, and has won the 2020 George Terry Award by the Academy of Management and the 2020 Best Book Award by the European Group on Organisation Studies (EGOS).

Dimitris Paraskevopoulos

Reader in Operations and Supply Chain Management, Bayes Business School



Dimitris is a Reader in Operations and Supply Chain Management and Course Director for the Full time MBA at Bayes. Before joining Bayes, Dimitris was a Senior Lecturer at the School of Management of the University of Bath, and prior to that he worked as a research fellow in a railway optimisation EPSRC project at the University Southampton. Dimitris is a Chemical Engineer from the National Technical University of Athens and holds an MBA and a PhD in Operational Research from the Athens University of Economics and Business, Greece.

Dimitris' research is on the design, development and application of operations research methods for solving complex combinatorial optimisation problems that arise in the fields of Manufacturing and Service Operations Management and Transportation and Distribution Logistics. In particular, his main focus is on the development of mathematical models and computationally efficient methods to solve project and production scheduling, timetabling, vehicle routing, location, network design and districting problems. He has worked in numerous research projects for the development of optimisation-based decision support systems and his research has been internationally awarded and published in Production and Operations Management, European Journal of Operational Research, Transportation Research Part E, and Journal of Heuristics among others.

Dr Aneesh Banerjee

Reader in Management, Bayes Business School



Dr Banerjee is the course director for the Global MBA and teaches topics in the areas of technology, innovation, and strategy. His teaching has been recognised by several awards including the City Icon's award – Celebrating 150 years of excellence in teaching and innovation, The Chancellor's Award – City University's highest award in recognition of excellence in learning and teaching, The Business School Learning and Teaching Award, and the Student's Union nomination for excellence in teaching.

His research encompasses technology and innovation management, and his studies include high-tech, software, healthcare, fintech, cultural & creative industries. He is also interested in the influence of governance on innovation and in that context and has studied family-owned and employee-owned businesses. His research has been recognised by the Academy of Management (Nomination for the Carolyn Dexter Award from Technology and Innovation Management Division) and the International Society for Professional Innovation Management (ISPIM – Top 3 doctoral dissertation award).

He has consulted and lectured at various industry and academic forums on resilience, innovation management, machine learning & AI for managers, distributed product development, outsourcing and offshoring strategies. Before joining Bayes, he worked with leading firms in the software industry (SAP and Accenture). His latest book "The Resilient Decision Maker" (with Joseph Lampel & Ajay Bhalla) explores the role of individual, team, and leadership resilience in decision making.

Dr Angela Gallo

Senior Lecturer in Finance, Bayes Business School



Dr Angela Gallo joined Bayes Business School (formerly Cass) in 2016 as a Marie Curie Fellow at the Centre for Banking Research. The funded project is on shadow banking and its implications for the real economy. Angela's research interests are in the areas of banking, structured finance and corporate governance. Her research has been published in international peer-reviewed journals as Journal of Money, Credit and Banking, Journal of Corporate Finance and Corporate Governance: International Review. She has also published in multi-disciplinary journals as Science Advances and Plos ONE. Angela has teaching experience at undergraduate and postgraduate level. She has designed and delivered executive teaching for international banks and financial advisors. She has delivered seminars and talks for industry events (SIBOS) and policy-makers. As a member of the Centre for Banking Research, she is involved in the consulting projects of the Centre. She is currently a member of the Board of Studies at Bayes.

Michele D'Aliessi

Co-Founder and COO, Superfluid



Michele D'Aliessi has been using technical expertise to solve complex business problems over many years. His experience with young entrepreneurs, software developers, as well as senior executives in large corporations, has enabled him to communicate effectively with a broad range of profiles on a plethora of technical and business issues. In 2013, Mr D'Aliessi started Ympact, a non-profit organisation that reports on start-up ecosystems by producing free documentaries available on YouTube. So far, Ympact has covered six major European cities (London, Paris, Berlin, Barcelona, Helsinki, and Milan) and Silicon Valley.

Since 2014, Mr D'Aliessi has been working with technology entrepreneurs, helping them to get their businesses off the ground and expand internationally. He also helps corporate executives to understand new technologies and their impact on corporate business strategy. Now working at the European Institute of Innovation and Technology in London, Mr D'Aliessi focuses on cutting-edge technologies (e.g. Blockchain and Artificial Intelligence) to identify new business models and business opportunities in the financial landscape.

Nadia Marchant

Consultant, iOpener Training



Nadia is a coach and facilitator who focuses on learning and development with a particular interest in the power and process of relationship and influence. Nadia's aim is to build confidence and inspire others to use effective tools and techniques. Her background as a journalist with the BBC encourages others to be clear on messaging and remain memorable. As a linguist, one of her key strengths is her ability to notice the details of what her participants say and do. It is this detail that can be changed for the better to achieve more successful results.

Nadia's empathy, warmth and dynamism means she connects quickly with her groups to help them achieve the outcomes they want. She particularly enjoys her work with professional services and business education, understanding the pressure these participants are under and their need to deliver quickly. Her international experience means she is skilled at handling diversity, a wide range of needs and getting groups to gel fast.

“

Excellent programme! Living up to the title of Global Banking Leaders as the content is more than Banking, more than leadership. It inspires thinking and innovative methodologies.

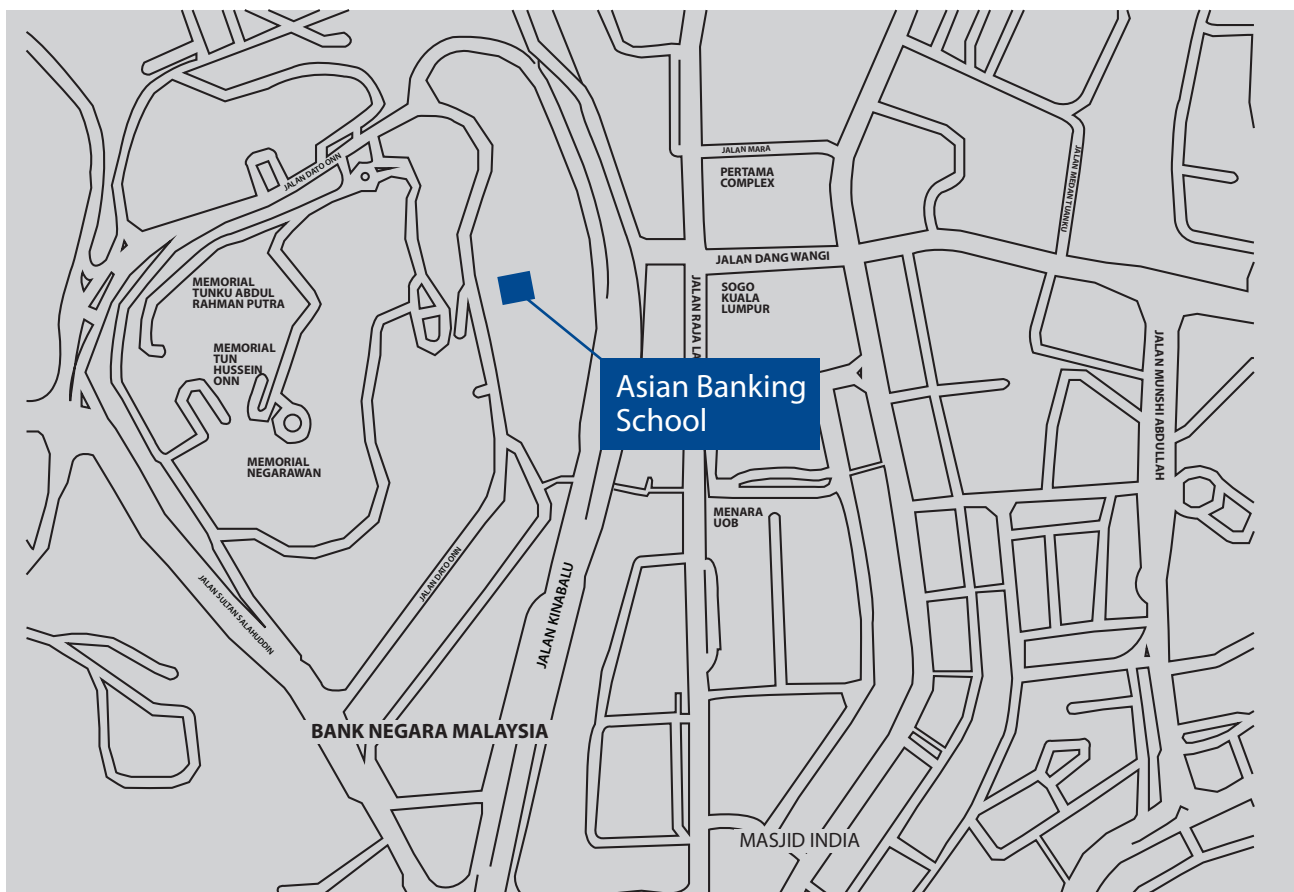
”





Week 1 : **Asian Banking School**

The programme for Week 1 in Kuala Lumpur will be held at the Asian Banking School (ABS). It offers a modern and aesthetically pleasing learning environment with state-of-the-art facilities providing an ideal location for training. ABS is conveniently located in the AICB Building next to Bank Negara Malaysia and adjacent to the SOGO Shopping Mall. It is only steps away from the Bank Negara KTM Station and 5 minutes from the Bandaraya LRT Station.





Week 2 : **Bayes Business School**

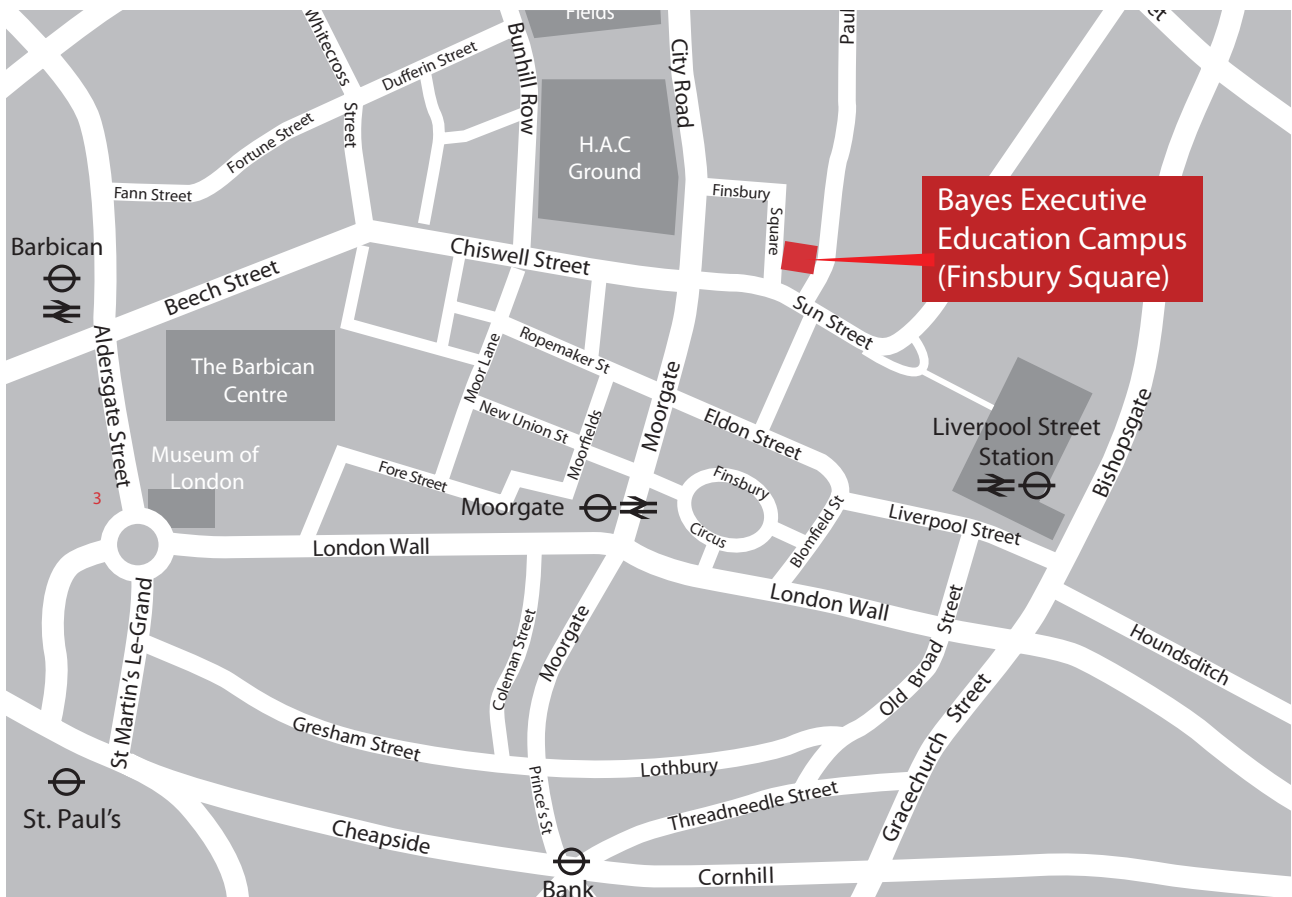
Week 2 in London will be held at the new Executive Education campus for the Bayes Business School. Located at Finsbury Square, it can be reached easily via public transportation:

Moorgate and Old Street on the Northern Line (bank branch)

Barbican, Liverpool Street and Moorgate on the Metropolitan, Hammersmith & City and Circle Lines

Liverpool Street on the Central Line.

Bus routes 4, 8, 21, 25, 43, 55, 56, 76, 100, 133, 141, 153, 172, 214, 243, 271, 501 and 521



SUGGESTED ACCOMMODATION IN LONDON

The Montcalm Royal London House

22 - 25 Finsbury Square, London EC2A 1DX

Phone: +44 (0) 20 7614 0110 WhatsApp +44 (0) 7525 594 562

www.montcalmroyallondoncity.co.uk

From The Montcalm Royal London House, it is a one-minute walk to the new Bayes Executive Education Campus on Finsbury Square and a six-minute walk to the Moorgate Tube Station. ABS has arranged special rates for participants' stay during the second week of the programme in London. To benefit from the special rates, bookings must be made through ABS and room availability is on a first-come-first served basis.

Accommodation Type

- Deluxe Double

Room size : 20 sqm. Elemis toiletries and free wifi included.

Breakfast is included in the rate.

Room rates:	Single Occupancy	£300 nett/night (inclusive of 20% VAT)
	Double Occupancy	£320 nett/night (inclusive of 20% VAT)



About : **Bayes Business School**

An integral part of City, University of London, the Bayes Business School is among the global elite of business schools that hold the gold standard of 'triple-crown' accreditation from the Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA) and the European Quality Improvement System (EQUIS). They are consistently ranked amongst the best business schools and programmes in the world which, coupled with an established 40-year reputation for excellence in research and business education, enables them to attract some of the best academics, students and businesses worldwide into their exclusive Bayes network.



Bayes Executive Education has worked with hundreds of clients on many different kinds of programmes, from complex finance and actuarial programmes to leadership development programmes. Their clients include:

- | | | |
|---------------------------|------------------------------|--------------------------|
| • UAE Central Bank | • China Life | • Royal Bank of Scotland |
| • Bank of New York Mellon | • Bank of China | • Old Mutual Wealth |
| • Barclays Bank | • Commercial Bank of China | • Morgan Stanley |
| • Kleinwort Benson | • Bank Seta | |
| • China Construction Bank | • Egyptian Banking Institute | |

About : **Asian Banking School**

The **ASIAN BANKING SCHOOL (ABS)** is dedicated to developing talent and is the largest specialised provider of quality banking training programmes in the ASEAN region.

As the industry's preferred partner in learning and development, ABS offers customised and open enrolment training programmes that cover a comprehensive list of banking areas developed by its Specialist Training Consultancy Team or in collaboration with strategic learning partners that includes some of the top business schools in the world. This includes its Executive Education programmes with Bayes Business School (formerly Cass) in London, the University of Cambridge Judge Business School, Frankfurt School of Finance and Management, INSEAD, University of Edinburgh Business School, Bologna Business School, Bangor Business School and ESSEC Business School.

ABS also works closely with the Asian Institute of Chartered Bankers in raising competency standards for the industry through the delivery of training workshops related to professional qualifications developed and awarded by the professional body; and is the exclusive training partner in ASEAN for the Chartered Banker Institute in the UK. It plays a significant role in enriching the talent pipeline for the financial services sector through the industry recognised Financial Sector Talent Enrichment Programme (FSTEP) and is also responsible for designing, developing and delivering the industry-wide Ethics and AML/CFT programmes.

Asian Banking School

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 Asian Banking School

 Asian Banking School (ABS)



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