



UNIVERSITY OF
CAMBRIDGE
Judge Business School

ExecutiveEducation

CAMBRIDGE SUMMER SCHOOL PROGRAMME 2025



The University of Cambridge Judge Business School was established in 1990 as the Judge Institute of Management Studies. It is consistently ranked as one of the world's top business schools, with the Cambridge MBA programme ranked among the top in the world.

ABS in Cambridge | Executive Education

CAMBRIDGE SUMMER SCHOOL PROGRAMME

21 – 25 JULY 2025



ABS FLAGSHIP PROGRAMME CAMBRIDGE SUMMER SCHOOL PROGRAMME

Leadership Innovation in the New Era

The Cambridge Summer School is a flagship programme of the Asian Banking School in collaboration with the University of Cambridge Judge Business School Executive Education. The continued collaboration with the University of Cambridge Judge Business School speaks volumes about ABS's dedication and determination to provide world-class learning opportunities for the industry. Consistently ranked as one of the top universities worldwide, the University of Cambridge is one of the oldest universities, and one of the largest in the United Kingdom, and its reputation for outstanding academic achievement is undisputed.

Designed especially for senior executives in financial-related sectors. This one-week programme is designed to equip banking leaders with the know-how to embrace the journey towards a successful innovative organisation ready to compete in the future.

This programme aims to give invaluable insights into areas that banking leaders of today must face head-on as we head towards the new era world. The programme equips participants with the know-how to embrace the journey towards a successful innovative organisation ready to compete in the future. It provides leading-edge insights from research at the University of Cambridge, as well as methodologies and frameworks to help participants re-think how to lead the transformation of their organisation.



PROGRAMME AT A GLANCE

Sunday 20 July	Monday 21 July	Tuesday 22 July	Wednesday 23 July	Thursday 24 July	Friday 25 July
Arrival in Cambridge	Welcome Session Strategic Perspectives on Banking Digital Futures	Decentralised Finance	Politics and Power	Time: A Systematic Perspective	Strategy in a World of Uncertainty
	Lunch	Lunch	Lunch	Lunch	Lunch
Guided Tour of Cambridge & Punting. Followed by Welcome Drinks & Introductions at Judge Business School	Fair Process	Performance: Getting the Best Out of Your People	Effective Collaboration	Generative AI in the Financial Sector	Integration Certificate Ceremony
	Evening Break	Evening Break	Evening Break	Evening Break	Evening Break
Free Time	Welcome Dinner at Sidney Sussex	Free Time	Free Time	Farewell Dinner at Trinity Hall	Free Time

PROGRAMME FEES*

MYR 55,000 / SGD 16,800
per participant

* Fee includes all training activities and materials, lunches during training days, special dinners, social programme and accommodation (from 20 – 26 July 2025) based on single occupancy. It is not inclusive of any applicable taxes.



MyCo ID:
201201039737

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

PAYMENT OPTIONS

- This programme is an approved **HRD Corp** claimable course.
- The programme fee and roundtrip airfare is **STF credit** claimable by qualifying Malaysian banks.

REGISTRATION

Please register online at

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**

ENQUIRIES

Please contact Asian Banking School at:

Tel: **+603-2701 7822** or

Email: **training@asianbankingschool.com**

SUNDAY, 20 JULY 2025

Pre-Programme : Walking Tour of Cambridge & Punting

There will be a guided tour of Cambridge and punting on the River Cam, which is one of the most traditional activities of Cambridge University.



MONDAY, 21 JULY 2025

Morning Session : **Welcome Session**

Before the first session begins, there will be an introduction to the Programme and what to expect in the week.

Morning Session : **Strategic Perspectives on Banking Digital Futures**

We are living in an era where industry boundaries have virtually disappeared. Age old businesses like banks are facing competition not from within the industry but without, often from small digital start-ups with no experience in banking or even finance. Analysing and responding to such threats or taking advantage of such situations requires discarding many existing models of strategy and coming up with new ones. In this session, participants will discuss how incumbents can respond to such threats and how new entrants can exploit such opportunities. We will discuss a new model of strategy that provides a clear and powerful framework to think about strategy in the 21st century.

Afternoon Session : **Fair Process**

Fair process refers to decisions that are not necessarily “fair” in terms of outcomes but are perceived as fair in terms of procedure. We will see the result that Fair Process has on people’s attitudes and behaviour.

This session will cover areas that include:

- Status and Hubris and its danger to decision-making
- Fair Process and procedures

Participants will be able to learn the capability of diagnosing hubris in others and yourself; as well as gain an understanding of what it takes to apply fair process, and what benefits to expect.

TUESDAY, 22 JULY 2025

Morning Session : **Decentralised Finance (DeFi)**

Decentralized finance, also known as DeFi, uses cryptocurrency and blockchain technology to manage financial transactions. DeFi aims to democratize finance by replacing legacy, centralized institutions with peer-to-peer relationships that can provide a full spectrum of financial services, from everyday banking, loans and mortgages to complicated contractual relationships and asset trading. DeFi challenges this centralized financial system by disempowering middlemen and gatekeepers, and empowering everyday people via peer-to-peer exchanges.

This session will investigate the ways Dapps and protocols are used and discuss the risks and downsides of DeFi:

- Traditional financial transactions. Anything from payments, trading securities and insurance, to lending and borrowing are already happening with DeFi.
- Decentralized exchanges (DEXs). Right now, most cryptocurrency investors use centralized exchanges like Coinbase or Gemini. DEXs facilitate peer-to-peer financial transactions and let users retain control over their money.
- E-wallets. DeFi developers are creating digital wallets that can operate independently of the largest cryptocurrency exchanges and give investors access to everything from cryptocurrency to blockchain-based games.
- Stable coins. While cryptocurrencies are notoriously volatile, stable coins attempt to stabilize their values by tying them to non-cryptocurrencies, like the U.S. dollar.

- Yield harvesting. Dubbed the “rocket fuel” of crypto, DeFi makes it possible for speculative investors to lend crypto and potentially reap big rewards when the proprietary coins DeFi borrowing platforms pay them for agreeing to the loan appreciate rapidly.
- Non-fungible tokens (NFTs). NFTs create digital assets out of typically non-tradable assets, like videos of slam dunks or the first tweet on Twitter. NFTs commodify the previously uncommodifiable.
- Flash loans. These are cryptocurrency loans that borrow and repay funds in the same transaction and how it works: Borrowers have the potential to make money by entering a contract encoded on the Ethereum blockchain—no lawyers needed—that borrows funds, executes a transaction and repays the loan instantly. If the transaction can’t be executed, or it’ll be at a loss, the funds automatically go back to the lender. If you do make a profit, you can pocket it, minus any interest charges or fees. Think of flash loans as decentralized arbitrage.

Afternoon Session : **Performance: Getting the best out of people**

This session’s overview includes:

- How do we think deeply on talent, on the recruitment, motivation, development and retention of valued employees?
- Examining the talent management cycle – recruitment, induction, evaluation, rewards, development and careers, the latest thinking on these practices and their linkage.
- Looking at the key models, from A player only, through to A and B players together, or eliminating the segmentation of talent altogether.
- Creating the best possible employee experience, and what does this look like within our part of our financial institution?
- Strengthening leadership, both within HR and the organisation more generally, and building change capacity.

WEDNESDAY, 23 JULY 2025

Morning Session : **Politics and Power**

This session focuses on the factors necessary for one to be able to have an impact on an organisation. This ‘informal leadership’ is a critical determination of one’s ability to initiate positive change, secure cooperation, and experience career success. Many talented people miss out on opportunities for impact and achievement because they lacked sensitivity and skill in this area.

Participants will develop an in-depth understanding of power, politics, and influence by considering the career of Margaret Thatcher, former Prime Minister of Great Britain. The career of Lady Thatcher illustrates, in a very dynamic way, the development of one’s power base during every stage of a career and the skills necessary to build consensus in highly political situations. We will draw lessons in power and politics from this case that are relevant and can be applied to any organisational context.

Afternoon Session : **Effective Collaboration**

In today’s complex organisations, cross-functional collaboration is essential for achieving high performance and ambitious objectives. However, effective collaboration requires more than just teamwork – it demands coordination across boundaries, adaptability to changing conditions, and a deep understanding of both the challenges and enablers of collaboration in everyday work environments.

This session provides participants with key insights into the fundamental drivers of collaboration in complex organisations. Through interactive group discussions and exercises, participants will explore a conceptual framework and core principles for fostering effective collaboration. They will then apply this framework to their own organisational context, gaining practical strategies to enhance teamwork and coordination.

Once the framework is established, the session shifts focus to identifying and addressing common barriers to collaboration, as well as the key enablers that drive success. Using real-world scenarios and hands-on exercises, participants will develop actionable strategies to overcome challenges and strengthen collaboration within their teams.

THURSDAY, 24 JULY 2025

Morning Session : **Time: A Systematic Perspective**

We live in a world of time scarcity. This problem has reached unsustainable levels in today's information-rich and interrupt-driven environments. The pandemic has aggravated it by blurring work-life boundaries. The situation is particularly acute for professionals in mid- to senior-levels who are tugged between competing demands for time and attention: immediate vs. longer-term, acquiring vs. delivering work, or attending to crisis vs. focusing on business as usual. Demands on their time are frequently unplanned, even when not stemming from crisis.

The session starts by articulating and instantiating two basic principles regarding the use of time: all commitments of time draw from the same source, and therefore, they are connected systematically. Through a series of exercises, participants understand four archetypical ways in which they make commitments of time. Many of the commitments, which make sense at first glance, are dysfunctional when examined from a broader systemic lens; and prevent individuals from making more effective "investments" of time, sometimes tipping individuals towards disastrous consequences for their health, work, and personal lives. Participants work on their own priorities and leave with a clear plan on how to manage their time.

Afternoon Session : **Generative AI in the Financial Sector**

In this session, we will concentrate on Generative AI (GenAI). OpenAI has developed a revolutionary technology called ChatGPT. Within two months of launch it had amassed a staggering 100 million users, thus claiming the title of the fastest-growing consumer app ever. But ChatGPT is just one example of the transformative power of Generative AI. Other innovative companies such as Midjourney have also developed AI models that can generate images from text prompts. Generative AI technology has the potential to revolutionise many professional job roles. What are good use cases in the financial sector and how can you prepare your organisation for it?

Morning Session : **Strategy in a World of Uncertainty**

Strategy is about the positioning of an organisation in its environment order to be successful. Strategy was called “strategic planning” in the 1970s but has now become “emerging strategy” as the environment is changing more quickly, and as it is becoming less clear what the environment even is and what “success” is. This session will start diagnosing the sources of uncertainty relevant to your organisation.

This session will cover areas that include:

- The changing nature of strategy
- Environmental diagnosis
- The trouble with forecasting

Participants will gain an understanding of the challenges for strategic leaders in today’s environment and be able to know how to do a structured diagnosis of environmental turbulence in their own organisation’s environment.

Afternoon Session : **Integration**

This session will consolidate the key insights, concepts, and frameworks explored throughout the week. It is designed to help participants reflect on their learnings and identify actionable takeaways that can be effectively integrated into their business strategies and agendas.





JUDGE BUSINESS SCHOOL

THE UNIVERSITY OF CAMBRIDGE
JUDGE BUSINESS SCHOOL
JULY 2015

THE UNIVERSITY OF CAMBRIDGE
JUDGE BUSINESS SCHOOL
JULY 2015



Dr Oğuzhan Karakaş

Associate Professor in Finance;

Academic Programme Director, Cambridge Summer School Programme



Director of the MPhil in Finance Programme

Co-Director of the Centre for Endowment Asset Management (CEAM)

BS (Middle East Technical University), MSE (Princeton University), PhD (London Business School)

My research interests include corporate governance, ownership and control, corporate social responsibility, private equity, and dynamic investment strategies. I have served as a part-time consultant to a hedge fund on establishing trading strategies. I was previously an Assistant Professor of Finance at the Carroll School of Management at Boston College. I'm a member of the Finance subject group at Cambridge Judge Business School, which focuses on the investment and financial decisions of firms and institutions.

Professor Kishore Sengupta

Professor of Operations Management



Senior Member and Fellow of Hughes Hall

MBA, PhD (Case Western University)

My research interests include managing complex projects, managing complexity in organisations, and the future of work in the age of technological discontinuity. I've served as advisor on several projects with the US Government Department of Defense and NASA and have consulted with organisations in Silicon Valley and Hong Kong. I'm a member of the Operations and Technology Management subject group at Cambridge Judge Business School, which focuses on practice-based research through partner organisations to address a wide spectrum of management challenges.

Professor Kamal Munir

Professor of Strategy & Policy



Pro-Vice-Chancellor (University Community and Engagement)

Professorial Fellow of Homerton College

PhD (McGill University)

My research interests include institutional change and stasis, a subject on which I have published many papers. I am also interested in strategy in highly turbulent and disruptive competitive environments, positioning in ecosystems, platform-based strategy, business models, economic development and national competitiveness. I have served as a consultant to several blue-chip organisations as well as to the World Bank and Asian Development Bank, among others. I'm a member of the Strategy and International Business subject group at Cambridge Judge Business School, and along with my colleagues I actively contribute to both academic and business communities.

Dr Patrizia Vecchi

Assistant Professor in Organisational Behaviour



BA (University of Modena), MS, PhD (Washington University in St Louis)

My research interests include interpersonal relationships in organisations, social networks, interpersonal cognition, and teamwork. I've taught professionals and executives around the world in topics such as negotiation, and power and politics. I'm the Academic Programme Director for the Cambridge Rising Women Leaders Programme. I'm part of the Organisational Behaviour subject group at Cambridge Judge Business School, which aspires to promote our understanding of behaviour within organisations and translate our scientific research into practical applications.

Professor Andrei Kirilenko

Professor of Finance



Director of the Doctoral Programme

Founding Director of the Cambridge Centre for Finance, Technology & Regulation (CCFTR)

PhD (University of Pennsylvania)

My research interests include the intersection of finance, technology, and regulation, fintech, asset pricing, data, digital technologies, and the design of automated financial markets. I previously served as Chief Economist of the US Commodity Futures Trading Commission (CFTC), where I used modern analytical tools and methods to design and enforce an effective regulatory regime of financial markets. I'm a member of the Finance subject group at Cambridge Judge Business School, which focuses on the investment and financial decisions of institutions.

Dr Philip Stiles

Associate Professor in Corporate Governance



Co-Director of the Centre for International Human Resource Management (CIHRM)

BA (University of Kent), MPhil, PhD (University of London)

My research interests include human resource management, leadership, high performance working, organisational culture, change management, corporate governance, the dynamics of boards of directors, chief executive succession, and the influence of emotions such as guilt on work motivation. I developed the Global Human Resource Research Alliance, a research group involving 30 companies worldwide. I'm a member of the Organisational Theory and Information Systems subject group at Cambridge Judge Business School, which is engaged with cross-disciplinary themes including leadership.

PROGRAMME FACULTY

Professor David Stillwell

Professor of Computational Social Science



Deputy Director of the MBA Programme
Academic Director of the Psychometrics Centre
BSc, MSc, PhD (University of Nottingham)

My research interests include psychometrics, psychology, decision-making, and social networks. I use big data to understand psychology, and I also do consultancy on the topics of psychometrics, and people analytics. My research has been cited by many governments' national data protection regulators worldwide. I'm a member of the Organisational Behaviour subject group at Cambridge Judge Business School, which aspires to promote our understanding of behaviour within organisations and translate our scientific research into practical applications.

PROGRAMME SPEAKER

Lord Richard Wilson of Dinton

Former Secretary of the Cabinet and Head of the Home Civil Service;
Former Master of Emmanuel College Cambridge



Richard Wilson was born in Glamorgan and educated at Radley (1956-1960) and Clare College Cambridge (1961-1965). He was called to the Bar but, rather than practice, entered the Civil Service as an assistant principal in the Board of Trade in 1966.

He subsequently served in a number of departments including 12 years in the Department of Energy where his responsibilities included nuclear power policy, the privatisation of Britoil, personnel and finance. He headed the Economic Secretariat in the Cabinet Office under Mrs Thatcher from 1987-90 and after two years in the Treasury was appointed Permanent Secretary of the Department of the Environment in 1992. He became Permanent Under Secretary of the Home Office in 1994 and Secretary of the Cabinet and Head of the Home Civil Service in January 1998. He was Master of Emmanuel College Cambridge from 2002-2012 and holds a number of other non-executive appointments in the charitable and private sectors. He has been non-executive chairman of C Hoare & Co, the private bank, since 2006.





PROGRAMME VENUE

CAMBRIDGE JUDGE BUSINESS SCHOOL

Cambridge Judge Business School was established in 1990 as the Judge Institute of Management Studies, a focal point for management teaching and research in the University. The building housing the School is a refurbishment and extension of the old Addenbrooke's Hospital, first established on the site in 1766. In 1991, generous benefactions from Sir Paul and Lady Judge, together with the Monument Trust, provided the funds for the construction of a building for the newly formed School. The project was completed in August 1995 and officially opened by Her Majesty Queen Elizabeth II.

In 2018, the School opened their new Simon Sainsbury Centre, a four-storey, 5,000-square-metre structure that greatly expanded lecture, breakout rooms, meeting and dining facilities while uniting the School's activities under one roof. The Centre, designed by Stirling Prize-winning architect Stanton Williams, sits just behind the School's iconic Addenbrooke's building on Trumpington Street.

The Simon Sainsbury Centre is the programme venue for the 2024 Cambridge Summer School Programme. With its modern facilities and airconditioned classrooms, the Centre provides a conducive environment for learning especially during warm Summer days.



DOWNING COLLEGE

Downing College was founded in 1800 and is set on twenty acres of beautiful grounds and gardens. It was the only college to be added to Cambridge University between 1596 and 1869, and is often described as the oldest of the new colleges and the newest of the old. It has been named one of the two most eco-friendly Cambridge colleges and is located directly behind the Cambridge Judge Business School making it the perfect place for participants to stay at.



ACCOMMODATION

Accommodation will be provided from 20 – 26 July 2025 at Downing College's hotel-standard en-suites. Serviced daily, all rooms have private modern bathrooms complete with toiletries, a welcome tray, television and wi-fi.



THE HALL

Restored to its original early nineteenth century decor, the award-winning Hall of Downing College (pictured left) is the breakfast venue for the Programme.

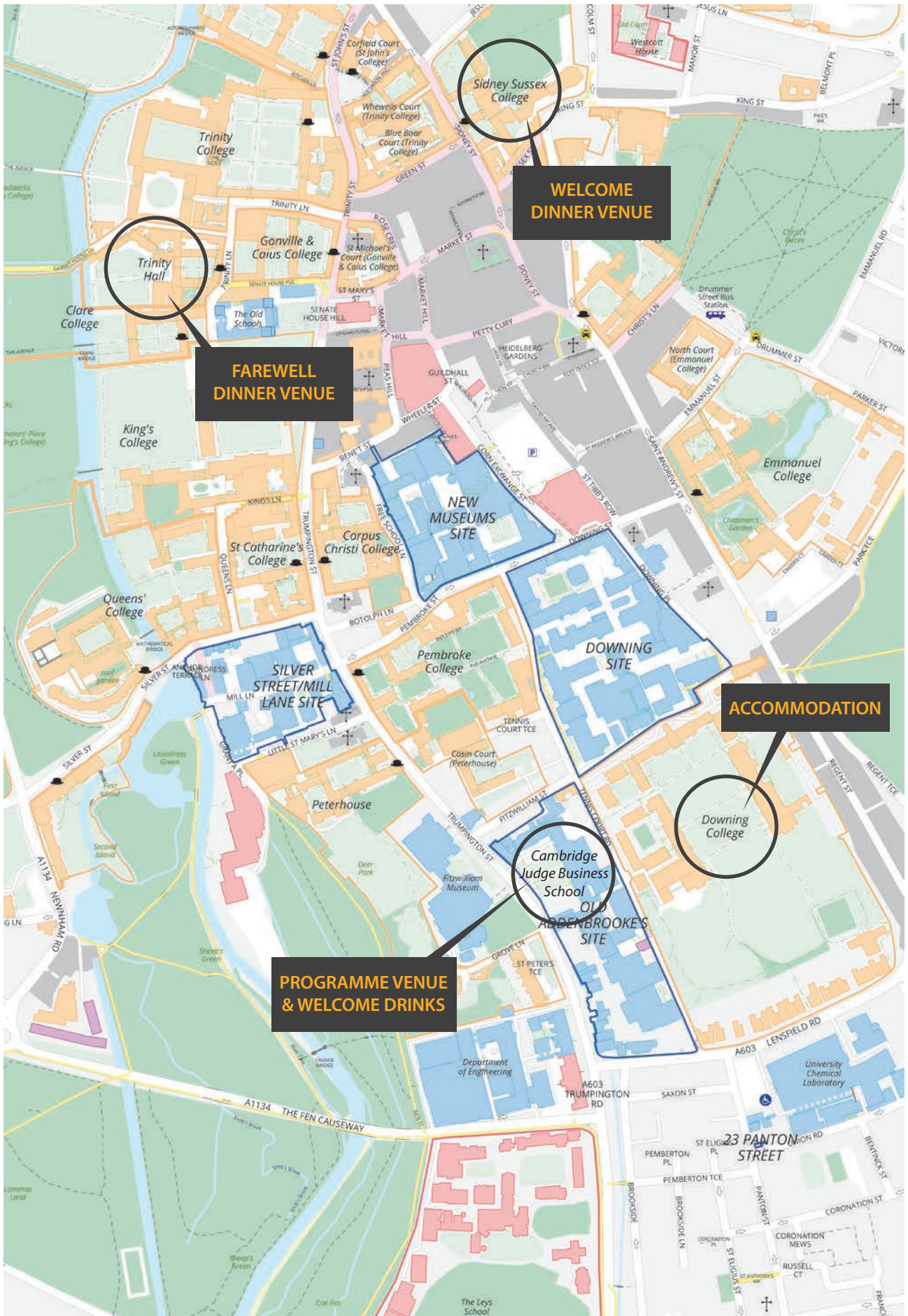


WELCOME DINNER VENUE:
SIDNEY SUSSEX



FAREWELL DINNER VENUE:
TRINITY HALL

LOCATION MAP



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GETTING TO CAMBRIDGE

Cambridge is located about 80km north of London and is well-served by road, rail and airport links. It is within easy reach of some but not all of London's international airports.

London Heathrow and London Gatwick are the two principal airports providing international flights - these airports are approximately 2-3 hours away from Cambridge, according to your chosen method of transport.

London Stansted, the nearest airport to Cambridge (only 45 minutes away), offers flights mainly to and from European destinations. Emirates Airlines does, however, fly direct (with one stop in Dubai) from Kuala Lumpur to Stansted.

From Heathrow Airport, it is about 90 - 120 minutes by car and 2.5 hours on the National Coach Express. Gatwick is the least convenient London airport, being on the opposite side of London. Cambridge does not have its own international airport.

TRAVELLING FROM LONDON AIRPORTS TO CAMBRIDGE

BY TRAIN

From London Gatwick

Take the Gatwick Express train from the airport to Victoria Station, central London (journey time c.35 minutes), and then take the Tube on the Victoria Line to King's Cross Station (journey time c.20 minutes), to take the direct train to Cambridge Station (journey time c.1 hour).

<http://www.gatwickexpress.com/>

From London Heathrow

Take the Heathrow Express train to Paddington Station, central London (journey time c.15 minutes), and then take the Tube on the Circle Line to King's Cross Station or Liverpool Street Station (journey time c.20-30 minutes), to take the direct train to Cambridge Station (journey time c.45 minutes to 1 hour)

<https://www.heathrowexpress.com/>

Or take the Tube from London Heathrow on the Picadilly Line to King's Cross Station (journey time c.1 hour), to take the direct train to Cambridge Station (journey time c.45 minutes).

From Stansted

There is a direct train from Stansted Airport to Cambridge (journey time c.30 minutes - 1 hour)

BY CAR

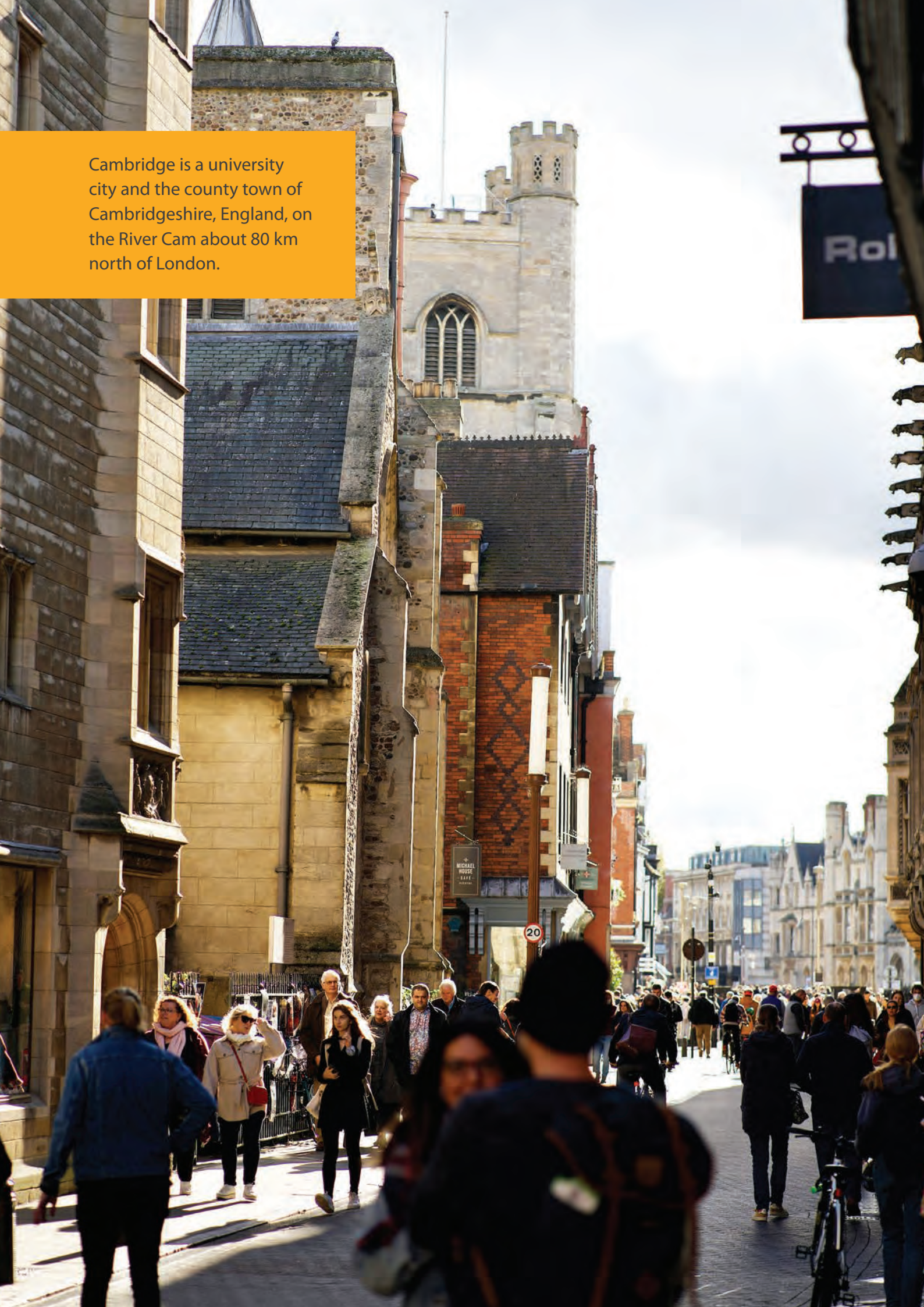
If you would rather travel by car, it is recommended that you pre-book a taxi/car service to make your connecting journey to Cambridge from the airport. This will give you the assurance that you already have a car waiting for you upon your arrival and the cost will be at a lower rate as compared to if you were to queue for a taxi from the airport taxi stand.

By taxi – book online at www.taxisheathrow.co.uk

By train – book online at www.thetrainline.com

By express coach – book online at www.nationalexpress.com/en/airports/heathrow-airport.aspx

Cambridge is a university city and the county town of Cambridgeshire, England, on the River Cam about 80 km north of London.



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, the University of Edinburgh Business School, Bologna Business School, Bangor Business School, ESSEC Business School, Tsinghua University and the Saïd Business School, University of Oxford.

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 Graduate Training programmes; and is also responsible for designing, developing, and delivering the industry-wide Ethics and AML/CFT programmes.

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