



UNIVERSITY OF
CAMBRIDGE
Judge Business School

ExecutiveEducation

GLOBAL HR & FINANCE LEADERS PROGRAMME 2025

The fourth oldest College in the University of Cambridge, Gonville and Caius (now more frequently known as 'Caius'—pronounced 'keys') was originally founded in 1348 by Edmund Gonville, Rector of Terrington St. Clement, Norfolk. The original name of the College was Gonville Hall.





ABS in Cambridge | Executive Education

GLOBAL HR & FINANCE LEADERS PROGRAMME

Leading the HR-Finance Function in an Age of
Technological and Strategic Discontinuity

4 – 8 AUGUST 2025



ABS FLAGSHIP PROGRAMME

GLOBAL HR & FINANCE LEADERS PROGRAMME

Leading the HR-Finance Function in an Age of Technological and Strategic Discontinuity

The Global HR & Finance Leaders Programme goes beyond talent management and the ability to fully participate in senior leadership conversations by examining business issues and opportunities that arise in regular executive committee meetings. HR leaders can enhance their personal and professional skills at creating and implementing strategic initiatives that allow their organisation to grow, expand and prosper.

Designed especially for HR leaders and senior executives from finance-related sectors, this will be the first edition of the Global HR & Finance Leaders Programme by the Asian Banking School together with the University of Cambridge Judge Business School Executive Education. We believe that this continued collaboration with them speaks volumes about our 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.

Through this Global HR & Finance Leaders Programme, participants will gain the necessary knowledge and abilities to apply their human capital insights to conversations with C-suite executives regarding performance enhancement, competitive threats, strategic opportunities, and directions.



PROGRAMME AT A GLANCE

Sunday 3 August	Monday 4 August	Tuesday 5 August	Wednesday 6 August	Thursday 7 August	Friday 8 August
Arrival in Cambridge	A Walk Through the Strategic Landscape	Generative AI in HR and Finance	Power and Politics	Stakeholder Management	Strategic Cascading
	Lunch	Lunch	Lunch	Lunch	Lunch
Guided Tour of Cambridge & Punting	Strategic HR Management: Horizon Scanning and Careers	Decentralized Finance	Organizational Behaviour in the Financial Sector	Talent Management and the Future of Work	Integration and Future Plans Certificate Ceremony
	Evening Break	Evening Break	Evening Break	Evening Break	Evening Break
Free Time	Welcome Dinner at Peterhouse	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 3 – 9 August 2025) based on single occupancy. It is not inclusive of any applicable taxes.*



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Note : All Information in this publication is correct at the time of printing but 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, 3 AUGUST 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, 4 AUGUST 2025

Morning Session : **A Walk Through the Strategic Landscape**

In the realm of business, disruptive strategies transcend the conventional paradigms of product, solution, platform, and multisided business models. These advanced approaches focus on reshaping industries, challenging incumbents, and creating new value propositions. In summary, disruptive strategies demand audacity, foresight, and a willingness to challenge conventions.

In this session, participants will discuss, debate, and explore how to capture value by reimagining business models and the leader's role in an ever-evolving modern strategy landscape.

Afternoon Session : **Strategic Management : Horizon Scanning and Careers**

This session will challenge participants to consider their organisations, and their own, responsibilities regarding the recognition and assessment of risks beyond "Business as Usual". The session dive into the critical topic of Emerging Risks and Their Drivers. As leaders, understanding and proactively addressing these risks are essential for organisational resilience and long-term success.

By the end of this session, participants will have met the following learning objectives:

- Develop a framework to recognise systemic and strategic threats to organisations
- Explore skills to assess their organisation's exposure to emerging risks
- Design and develop actionable steps to mitigate these risks

TUESDAY, 5 AUGUST 2025

Morning Session : **Generative AI in HR and Finance**

In this session, participants will concentrate on Generative AI. 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 them.

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

Decentralised organisational structures let lower-tier team members make decisions. The opposite - a centralised organisation - involves top-down decision making. Participants will discuss how decentralised organisations set their team members up for success and give them a high degree of autonomy in their work. Best practices of cross-functional team, delegating responsibilities, and how to move gradually along the spectrum, updating processes as you go and systematically making small adjustments.

Decentralisation is a worthwhile goal for most companies as it helps make leaders more efficient in this modern workforce. At its core, this involves:

- Setting out delegation and ownership as a core company value
- Improving internal communication to let knowledge flow freely
- Removing slow, clunky processes that hinder efficiency
- Putting many tasks into the hands of frontline teams, and removing them from leaders

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 : **Organizational Behaviour in the Financial Sector**

This session examines culture from a pragmatic perspective. It seeks to understand three building blocks that explain how culture evolves: how organisations seek to promote what they wish to improve; protect what they value; and prevent what they aim to eliminate or reduce. The discussion is anchored in the context of key activities and routines entailed in the conduct of business as usual, and initiatives for innovation and change. These topics are covered through a series of vignettes and exercises. Participants will leave with a clear framework for implementation.

Morning Session : **Stakeholder Management**

A stakeholder is an internal or external party that is impacted by an initiative and has the power to affect its outcome. Most major initiatives are significantly influenced by stakeholders who cannot be directly controlled. This session focuses on two aspects of stakeholder management: influence processes for managing stakeholders, and personal factors that affect interactions with stakeholders. The learning of the session is crafted through a simulation wherein participants manage a set of stakeholders to create an exploitation plan for a copper mine. We first debrief participants' actions during the simulation and the extent to which they were effective. The session will then connect with frameworks on influences, processes and personal factors. We conclude with a four-stage plan for managing stakeholders.

Afternoon Session : **Talent Management and the Future of Work**

Attracting, developing and retaining top talent is at the core of building a high-performing organisation. In the financial sector, where competition for skilled professionals is intense, strategic people management is a key driver of success. This session will explore best practices in talent acquisition, performance management and development, providing insights into how leading organisations build and sustain high-talent environments.

Participants will examine three critical themes:

- Strategic Staffing & Retention – How recruitment and selection align with organisational philosophy, key levers for improving retention, and strategies for enhancing employee engagement and commitment
- Performance Management & Motivation – The role of goal setting, appraisal, rewards and underlying motivational theories in driving high performance.
- Talent Development & Organisational Growth – How effective development strategies not only motivate top talent but also ensure the organisation remains agile and competitive

Beyond these core themes, participants will also explore the evolving nature of work in financial services. Financial institutions must navigate the impact of automation, AI, workforce demographics, and the constant need for reskilling. The rise of hybrid and remote work has introduced new challenges in collaboration, employee wellbeing, and organisational culture. Understanding these trends and proactively adapting to them can provide a significant competitive advantage.

Drawing on the latest research and best practices, this session will equip participants with actionable insights to strengthen their people management strategies and prepare their organisations for the future of work in the financial sector.

FRIDAY, 8 AUGUST 2025

Morning Session : **Strategy Cascading**

During turbulent times, your strategy can get left behind as you try to keep up with the daily productivity puzzle of navigating lockdowns and changing priorities. In the aftermath of COVID, it is unlikely that businesses will be allowed to simply go back to minding their own affairs. As COVID is increasing inequalities in society, the responsibility for businesses to contribute to the societies around them will not decrease but continue to increase. Therefore, an organisation's ability to align business units to deliver an overarching set of strategic goals is inherently important. Participants will take the time to re-evaluate how to effectively cascade multi-dimensional strategic goals in your organization, balancing multiple priorities such as profit and sustainability in a post-pandemic environment.

Afternoon Session : **Integration and Future Plans**

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. We use the structure of a Cambridge Debate to drive reflections and take-aways for the week.

LEARNING METHODOLOGY

The programme will have a blend of lectures, case discussions and in-class development of practical illustrations to allow for a hands-on experience with the concepts studied and deep learning.

An important part of the learning process is your preparation for each session. This may include reading articles and case study preparation in advance of each day's classes. It is very important that you come prepared for each class as lecturers will expect that you are familiar with the materials.

Although each member of the faculty will work in slightly different ways, there will be a general expectation that everybody will contribute to the class discussions. Do not be afraid of challenging yourself and asking questions about both the lectures and each other and expect to be asked for your opinion. Learning does not require that you know the answer already, only that you have an open and curious mind.

Professor Danny Ralph

Professor of Operations Research

Academic Programme Director, Global HR & Finance Leaders Programme



Academic Director of the Centre for Risk Studies (CRS)
Director of Studies in Management Studies and Fellow of Churchill College
BSc (University of Melbourne), MS, PhD (University of Wisconsin)

My research interests include management of systemic and emerging risks, business decision making, risk aversion in electricity markets, methods and models for optimisation problems and equilibrium systems. I'm a member of the Australian Mathematical Society, INFORMS and the Mathematical Optimization Society. I'm part 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 Shahzad Ansari

Professor of Strategy & Innovation



Professorial Fellow of St Edmund's College
MPhil, PhD (University of Cambridge)

My research interests include framing and social movements, technological and management innovations, platform ecosystems, new markets, social and environmental challenges, creation of commons, identity and reputation, institutional change, and the diffusion of practices. I'm Head 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.

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.

Professor Andrei Kirilenko

Professor of Finance



Founding Director of the Cambridge Centre for Finance, Technology and 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.

Professor 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.

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. With its modern facilities and airconditioned classrooms, the Centre provides a conducive environment for learning especially during warm Summer days.



GONVILLE AND CAIUS COLLEGE

Gonville and Caius College, commonly known as Caius (KEEZ), is a constituent college of the University of Cambridge in England. Caius was founded in 1348 by Edmund Gonville and refounded by John Caius, an alumnus and English physician in 1557. Caius is the fourth oldest of the University of Cambridge's 31 colleges and one of the wealthiest. The college is located on the West Road site just a ten-minute walk from Old Courts and Cambridge city centre.



ACCOMMODATION

Accommodation will be provided from 3 – 9 August 2025 at Stephen Hawking Building Gonville and Caius College with a garden and free WiFi throughout the property. The rooms are en-suites, complete with private bathrooms, tea and coffee making facilities and toiletries with a full English and continental buffet breakfast included.



WELCOME DINNER VENUE

Peterhouse is the oldest of the Cambridge colleges, founded by Hugo de Balsham, Bishop of Ely in 1284 and granted its charter by King Edward I. As a charitable institution dedicated to education and research, the College has made its own distinctive contribution to society for over 700 years, surviving the Reformation, Civil War and the upheavals of every century since.

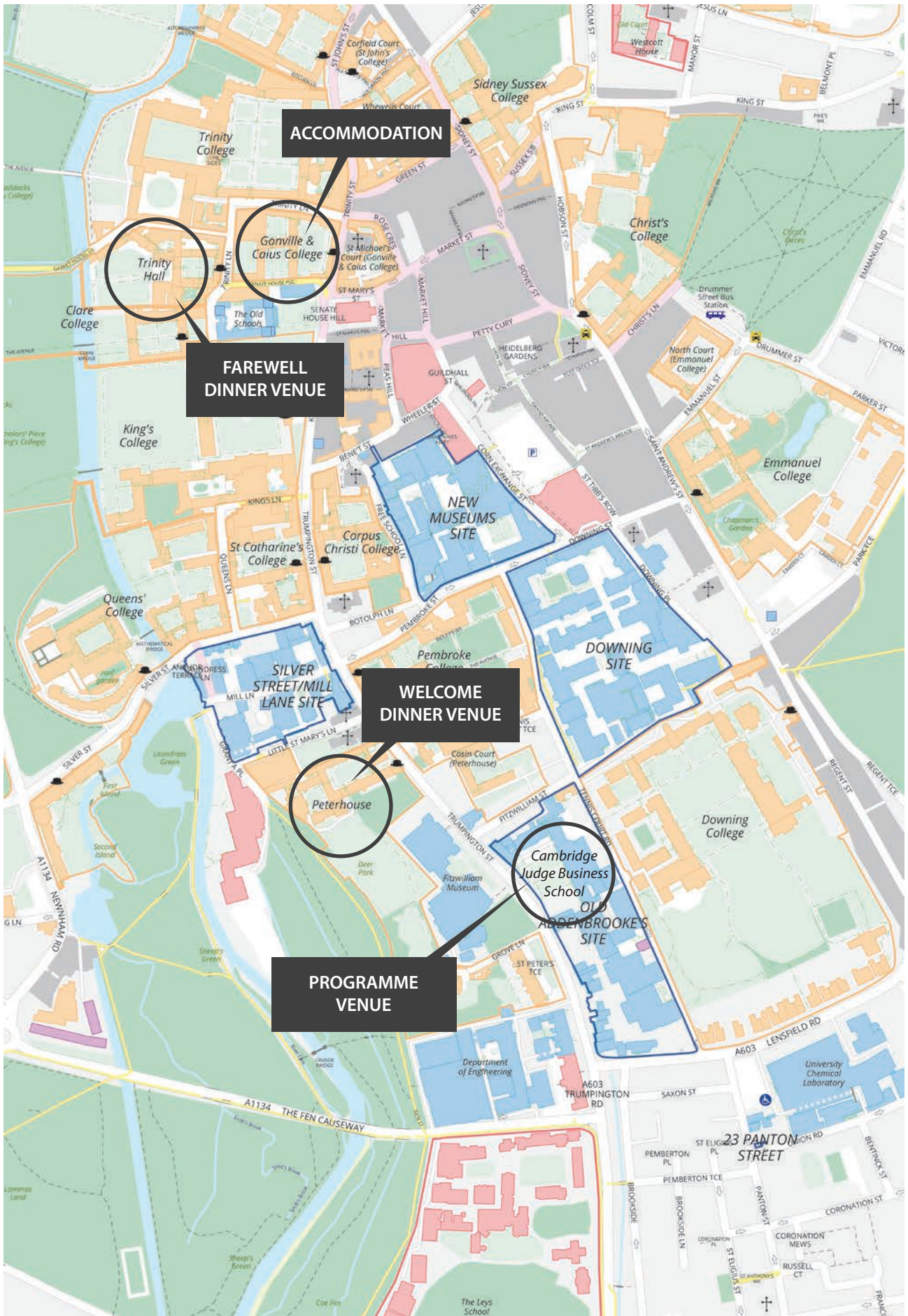


FAREWELL DINNER VENUE

Trinity Hall College is the fifth oldest college in Cambridge and was founded in 1350 by Bishop Bateman, originally for the study of canon and civil law. The College has occupied its beautiful buildings since the 14th century and its history and traditions continue to support its role as a member of the federation of colleges in the University of Cambridge.



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.

Asian Banking School

(201201039737)

Level 3, Bangunan AICB, 10 Jalan Dato Onn,
50480 Kuala Lumpur, Malaysia
Tel: +603-2701 7822
Email: training@asianbankingschool.com
Website: www.asianbankingschool.com



Asian Banking School



Asian Banking School (ABS)

ABS (S) Pte Ltd

(201734535N)

Level 39, Marina Bay Financial Centre Tower 2
10 Marina Boulevard, Singapore 018983
Tel: +65-6818 5763
Email: training@asianbankingschool.sg
Website: www.asianbankingschool.com

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