

The one stop executive training & education centre

KDU Management Development Centre



Transformational Leadership & Change Management Series

Module A: Transformational Leadership
in a Globalised World

Module B: Achieving Breakthroughs

Module C: Leading Across Boundaries

Module D: Role Modelling a Talent Development Culture

Module E: Leading Through Vision & Values

Module F: Let's Talk Growth & Improvement

Module G: Strategic Execution & Leadership in
Today's Uncertain Times

Module H: Managing Change & Transition

*This document outlines the above mentioned courses for
delivery via KMDC Malaysia.*

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KDU Management Development Centre

TRANSFORMATIONAL LEADERSHIP IN A GLOBALISED WORLD

by Timothy Mazzarol & Ronald McFarlane

A TWO-DAY Seminar for Top Management

**Refer to Appendix for Trainer details*

Course Overview

In an era of rapidly changing technologies, faster cycles of innovation, and hyper-competitive markets, what does it take to transform a good company to a great one?

The answer: strong leadership. While on-the-job experience and prior knowledge play a role, executives often need to step outside the organisation in order to acquire fresh ideas, updated perspectives, and new strategies with which to benchmark their own leadership effectiveness.

This Program will provide participants with an enhanced appreciation of the nature of transformational leadership and its counterpart transactional leadership and equip them with them with the tools for leading step change in their place of work. It will examine the need for managers to demonstrate courage and vision to lead change via entrepreneurship and innovation within organisations and to apply these concepts to the creation of a strategy designed to enhance innovation within their own organisation.

Selected Session Topics

Content

- The nature of transformational and transactional leadership
- The nature of innovation and enterprise and their relationship with leadership
- Intrapreneurship within large organisations
- The five elements of an innovative organisation
- The importance of culture in the innovation process
- Mapping organisational innovation and enterprise readiness
- Mapping organisational culture and relating it to innovation and strategic change
- SIMPLEX innovation problem solving

Learning Outcomes

As a result of attending this unit, participants should be able to:

- Examine their own leadership style and enterprise tendencies
- Have examined the climate of innovation and enterprise within their own organisation
- Discussed the process of managing innovation within organisations and reviewed the key elements necessary to foster innovation
- Applied these concepts to the development of an innovation and enterprise creation strategy within their organisation
- Understand the nature of change management and how it relates to the implementation of strategic change within innovation programs
- Apply change management tools to lead step change

ACHIEVING BREAKTHROUGHS

by **Timothy Mazzarol & Ronald McFarlane**

**Refer to Appendix for Trainer details*

A TWO-DAY Seminar for Middle Management

Course Overview

This Program explores proven strategies that enable managers to recognize and exploit disruptive change to create opportunity, launch successful ventures, and balance day-to-day business with entrepreneurial thinking within mature businesses. Equipping management with the skills to launch new business lines, they will become better able to position their organisations for the future, using both innovation and restructuring to achieve strategic objectives in good times or bad.

Selected Session Topics

Content

- Assess the challenges and risks associated with building new ventures within existing businesses as they relate to the current economic environment
- Determine the viability of ideas as well as the size of opportunities in different economic, political, and geographic contexts
- Make sound go/no-go investment and management decisions
- Remain focused on new opportunities and make strategic investments, even as you downsize or restructure some business areas
- Develop the necessary systems, structures, processes, practices, and incentives to execute your current business plans while encouraging the creative innovation your company needs to build valuable new revenue sources for tomorrow
- Develop the leadership skills necessary to build a business and inspire confidence at all stages of a new venture

Learning Outcomes

As a result of attending this unit, participants should be able to:

- Identifying and analysing entrepreneurial opportunities
- Turning a viable opportunity into a focused strategy and well-defined business initiative
- Formulating an elevator pitch and selling the idea for a new business venture
- Attracting top talent and other resources required to turn a vision into reality
- Building the capabilities and organization required to launch and nurture early-stage ventures
- Evolving the strategy, organization, and leadership model as the business grows
- Recognizing and managing risk
- Creating and measuring value

LEADING ACROSS BOUNDARIES

by Timothy Mazzarol & Ronald McFarlane

**Refer to Appendix for Trainer details*

A TWO-DAY Seminar for Top Management

Course Overview

Six mega trends are shaping the future of the world economy:

- i) globalisation;
- ii) the changing demographics of the world's nations;
- iii) the rise of information and communications technologies;
- iv) the need to demonstrate social responsibility and environmental sustainability;
- v) the rise of the omni consumer; and
- vi) the rise of the trans-national corporation.

This Program will examine these trends and the impact that they may have on managers within the client organisation in their strategic decision making. The Program will focus on enhancing the critical thinking skills of managers using their own experiences and organisational context, within the context and conceptual frameworks provided by the instructors.

Selected Session Topics

Content

- The globalisation challenge and its impact on the world economy
- How prepared are you for meeting these challenges?
- How to conduct a global market scan
- How to evaluate industry dynamics
- Developing a dynamic strategic focus
- Identifying a platform for sustainable competitive advantage
- Building and maintaining a strategic network
- The power of intellectual capital and the need for knowledge management
- Creating porous organisational boundaries

Learning Outcomes

As a result of attending this unit, participants should be able to:

- critically assess their own organisation's strategic position within a globalising world
- identify future responses to the key forces likely to impact on their organisation
- understand principles of strategic management
- apply techniques and tools to the development of a strategy design to address the challenges of globalisation

ROLE MODELLING A TALENT DEVELOPMENT CULTURE

by Timothy Mazzarol & Ronald McFarlane

**Refer to Appendix for Trainer details*

A TWO-DAY Seminar for Middle Management

Course Overview

The goal of this Program is to increase participants abilities to apply Strategic Human Resources Management (SHRM) tools for managing human capital and talent development.

Selected Session Topics

Content

- Reviewing key considerations for hiring, developing, and motivating a highly skilled professional staff
- Rewarding your star performers on service delivery or management tracks
- Creating staff incentives to ensure the effective execution of your strategy
- Operating as one company across offices, divisions, service lines, and geographies
- Fixing broken or suboptimal cultures in teams, groups, or companies
- Psychological Contract Questionnaire
- “Best Bosses” mini case discussion
- Video Vignette

Learning Outcomes

As a result of attending this unit, participants should be able to:

- Have an overview of contemporary theory and practice of Strategic Human Resource Management (SHRM) as a framework for Managing Human Capital;
- Have a better understanding of how to use SHRM tools to better leverage human capital and be an employer of choice
- Appreciate the role of the psychological contract in your effectiveness as a leader who manages human capital
- Apply appropriate development options for talent development
- Develop an action plan to enhance the commitment to talent-oriented leadership.

LEADING THROUGH VISION & VALUES

by Timothy Mazzarol & Ronald McFarlane

**Refer to Appendix for Trainer details*

A TWO-DAY Seminar for Middle Management

Course Overview

Great leaders, whether they lead a country, an organisation, or a team have one thing in common – a solid values base from which to work. This values base is conspicuous to their followers and provides confidence that the leader is going to guide them in a positive direction. This Program will acquaint participants with the concept of values, its importance as a strategic driver of behaviour and decision making and what leaders need to do to lead the way towards creating a value based organisation. During this challenging and highly interactive Program, participants will use case studies, self analysis, ethical dilemmas, syndicate work and plenary discussion to fine-tune their skills and thinking on this essential element of leadership success.

Selected Session Topics

Content

- Self analysis
 - Leadership style
 - Values
 - Aspirations
 - Challenges
- Best/worst leadership experience
- The role of values in leadership
- Case studies
 - Pre-conditions for trust
 - Pre-conditions for delegation
- How values guide decision making
 - In leaders
 - In followers
- Ethical decisions – not always black and white
 - Application planning
 - Creating an inspiring leadership platform.

Learning Outcomes

As a result of attending this unit, participants should be able to:

- Define what drives their own leadership behaviour
- Dissect the dimensions of effective leadership
- Diagnose the essential elements in a range of leadership case studies
- Use a rigorous framework for decision making
- Apply this learning to their own values based leadership aspirations.

LET'S TALK GROWTH & IMPROVEMENT

by **Timothy Mazzarol & Ronald McFarlane**

**Refer to Appendix for Trainer details*

A TWO-DAY Seminar for Middle Management

Course Overview

This two day Program will equip managers with the skills and knowledge to better manage and appraise performance. This Program is less about the soft skills of team management and more about the technical skills required to lead the team towards better performance. Participants will be given the opportunity to apply their learning over case studies and scenarios to have a better understanding of applying this knowledge in the work place.

This Program explores the performance review process and related systems which have the potential to contribute to improved job satisfaction and work output. This practical Program covers how to set up a performance management system as well as practical aspects of conducting the review and giving constructive feedback. By the conclusion of this unit participants will feel more confident in their ability to make the performance appraisal of their staff a transparent and fair experience.

Selected Session Topics

Content

- The role of performance management in the organisation
- The Performance Management Cycle
- Linking strategic and operational plans to individual performance management
- Developing individual performance goals and indicators
- Implementing and monitoring performance management systems
- Approaches to performance management
- Factors that inhibit performance management
- Recognising and rewarding performance excellence
- Developing the performance agreement
- Preparing for and conducting the review
- Negotiating and coordinating learning and development plans
- Managing diminished performance
- The legal aspects of performance management

Learning Outcomes

As a result of attending this unit, participants should be able to:

- Develop and implement performance management systems
- Coordinate development plans
- Allocate work
- Assess performance and manage follow up
- Coordinate formal feedback process and provide feedback.

STRATEGIC EXECUTION & LEADERSHIP IN TODAY'S UNCERTAIN TIMES

by Prof. Paul Tiffany

**Refer to Appendix for Trainer details*

Course Overview

Given these uncertain times, today's business leaders need to seriously rethink their value propositions and strategies for success. What worked yesterday will not necessarily work tomorrow. And just as critically, the tools that have been used in the past to solve the uncertainties of business life are often unable to generate answers for the increasingly chaotic times of today.

"Strategy Execution & Leadership in Today's Uncertain Times" is a two-day workshop that will provide forward-thinking business executives with the latest concepts and techniques that have been developed to deal with market uncertainty and risk. We will first discuss the nature of market changes that have created so much confusion, and will then turn to the potential solutions to the problems that have emerged. The program will review materials in all of the key functions of management and show how these new concepts are assisting firms in dealing with market upheaval and change; these tools include scenario planning, real options reasoning, environmental scanning, and other managerial concepts.

Selected Session Topics

Session 1: What is Strategy? What is Strategic Execution?

- Strategy Formulation: A Process Involving People and Technology
- Knowing the Customer, the Company, and the Competition
- Why Organizational Values and "Culture" Count
- Why Do Strategies Fail? Problems in Execution

Session 2: Key Issues in Strategic Execution

- Goals and Objectives: Organizational Clarity
- Organizational Design: Strategy and Structure
- Incentive Systems: Alignment with Organizational Strategy
- Communications and Control Systems

Session 3: Case Analysis in Strategic Execution

- Case studies
- Small-group discussion and case preparation
- Group case presentations to entire seminar

Session 4: Managing Risk and Uncertainty

- Today's business world: risk & uncertainty are everywhere
- The management of risk... and the management of uncertainty
- What managerial functions and activities need to be addressed, and what tools are available to address them

Session 5: Organizational Structure and Strategic Execution

- Strategic Alignment: Why Structure is Critical
- Ways to Organize: the Major Variables
- Problems for the Global Firm: the Matrix Organization

Session 6: Organizational Culture: People and Processes... and Values

- Major Elements of Organizational Culture
- "Sociability" vs. "Solidarity"—or Task and Relationship
- Managing People and Strategic Execution

Session 7: Case Analysis in Strategic Leadership

- Case studies
- Small-group discussion and case preparation
- Group case presentations to entire seminar

Session 8: Strategic Leadership

- Leadership "Theories"
- Leadership and Strategic Execution
- Characteristics of World-Class Organizations
- Leadership and Change Management

Session 9: Program Summary: Where Do We Go From Here?

- Malaysia today: which direction?
- Issues the Malaysian business leader needs to address
- Preparing for the future

Selected Session Topics

- Learn personally from one of the world's leading experts in business and management.
- Prepare effectively for challenges ahead in leadership roles.
- Network with other managers and executives to share perspectives and experience to meet the demands of change.
- Real-life case studies and discussion forums provide great opportunities to learn best practices from around the world.
- Be better equipped to rethink the strategies and tactics of your own organization
- Redefine what you have to do to succeed in the foggy future of the current marketplace.

MANAGING CHANGE & TRANSITION

by Joanne Hee

**Refer to Appendix for Trainer details*

Course Overview

Managing Transition and change explaining how and why organizational change has been a central and enduring quest of scholars of management and many other disciplines. The processes or sequences of events that unfold in these changes such as transitions in individuals jobs and careers, group formation and development and organizational innovation, growth, reorganization and decline have been difficult to explain, let alone manage. Hence in the course, we will understand change, what are the factors to bring and affect change. Following how can we measure and evaluate change in the context or an organization.

Selected Session Topics

Content

- Topic 1: Setting the agenda for Change
- Topic 2: Understanding Change
- Topic 3: Strategy and Change
- Topic 4: The Change Process
- Topic 5: New Forms of organising
- Topic 6: HRM and organisational change
- Topic 7: Leadership for Change
- Topic 8: Power and Resistance for Change
- Topic 9: Measuring and evaluating change
- Topic 10: The Problems of human adjustment and economic stability

Appendix: Trainer's Profile

Prof. Timothy W. Mazzarol



Prof. Timothy W. Mazzarol is Professor of Entrepreneurship & Innovation, Marketing and Strategy at the UWA Business School, where he is also Director of Doctoral Research Programmes. Prior to this he was the Founder Director of the UWA Centre for Entrepreneurial Management & Innovation (CEMI) within the UWA Graduate School of Management. He has fifteen years experience of working with small entrepreneurial firms as well as large corporations and government agencies. This has included strategic management, marketing and support to commercialisation. He has designed several innovative courses in strategic management, marketing, entrepreneurship, innovation and small business management for both MBA level programs and industry professional development.

Prior to taking up an academic career, Professor Mazzarol served with the Australian diplomatic service including a posting to Bangkok during the late 1980s, and as a sales manager with National Mutual Ltd.

He is a shareholder and non-executive director for two small companies and consults widely to both industry and government. He has developed and delivered executive management programmes within Australia, Asia and Europe for such clients as Nokia Corporation, Economic Times Group Hong Kong, the Civil Service Training and Development Institute of Hong Kong, PSB Singapore, Federal Government of Germany, MCL Land Ltd Singapore, Sino-Swiss Management Development Program, Australian Institute of Management, Bank of Western Australia, Wesfarmers Ltd, Iluka Resources, Woodside Ltd and the Government of Western Australia.

Tim has authored two text books on small business and entrepreneurship and innovation. His research into small business management has been published internationally. He holds a PhD in Management and an MBA with distinction from Curtin University of Technology, and a Bachelor of Arts with Honors from Murdoch University, Western Australia

Ronald James McFarlane



Mr. Ronald James McFarlane has over 30 years experience as a Senior Manager, Director and Principal Consultant in Communications, Research and Business Consultancy. Ron has worked on a large range of human resources communication, consulting and research projects in Education, Training, Business Services, Innovation, Financial Services and Utilities. He is currently a member of the Board of Racing and Wagering WA and Chief Executive of Transnational Information Services Pty Ltd; Director - TransGlobal Consulting Pty Ltd and an Associate Consultant with Australian Institute of Management Western Australia. Ron McFarlane was the founding director and Principal Consultant of Executive Intelligence Pty Ltd, one of Australia's leading Executive Information Research Consultancies He is a previous Fellow of the Australian Institute of Company Directors Sydney and has an MBA with distinction from the International Management Centre in the U.K. Ron has had extensive

experience in a number of specialist management areas. These include business innovation; information research and competitive intelligence. He has been an Associate Research Fellow at the Centre for Entrepreneurial Management and Innovation (CEMI) at UWA where he conducted research in international best practice in public sector innovation and co-facilitated with Professor Mazzarol a large range of public sector innovation strategy workshops including the Office of State Revenue; Department of Water and the Department of Premier and Cabinet.

Appendix: Trainer's Profile (Cont.)

Kerry Azar

Areas of Expertise

- Design and delivery of workshops to develop the capabilities of leaders and team members in achieving organisational outcomes
- Coaching and mentoring executives and teams for sustainable outcomes
- Consulting, business development and strategic planning

Qualifications

- Master of Education, Queensland University of Technology
- Graduate Diploma (Business Information Technology), Swinburne University of Technology
- Bachelor of Arts, University of Canberra
- Teaching Certificate, Queensland University of Technology
- Myers Briggs Type Indicator (MBTI) Accreditation
- Institute of Executive Coaches, Levels I and II

Memberships

- Women Chiefs of Enterprise International
- Australian Institute of Management

Experience

Kerry has held senior management corporate positions in both Australia and in Europe. She successfully developed the European subsidiary of an Australian aerospace and defence organisation in Germany, including establishing and implementing the company's European financial, regulatory and human resources framework.

Her Australian business consulting experience covers diverse organisations including state and federal governments, fast moving consumer groups, high technology and the financial sector.

Kerry's business experience is leveraged by her wealth of educational expertise. She was a lecturer in Business Communication at the Royal Melbourne Institute of Technology and Monash University in Australia, and has worked professionally in both Australian and overseas educational environments. Kerry has taken part in two key Australian Government international research projects and has presented to the United Nations sub-committee on Education.

Kerry facilitates and delivers leadership development workshops in Australia and in Asia. As a coach she provides one-on-one coaching and mentoring for executives, senior management and team leaders operating in an international work environment.

Appendix: Trainer's Profile (Cont.)

Dr. Renu Burr

Qualifications

- PhD (Human Resource Management) University of Western Australia 2000
- Post Graduate Diploma in Business with Distinction (HRM) Curtin University, Western Australia 1990
- B.A. (Psychology & Economics) Bangalore University, India 1978

Professional Memberships

- Professional Member, Australian Institute of Management
- Chartered Member, Australian Human Resource Institute
- Member, Australian and New Zealand Academy of Management

Experience on Boards

- Member of the Academic Board, University of Western Australia 2004 – 2006
- Board Member, Perth College Council (An Anglican School for Girls) 1997-2006
- Chairperson, Strategic Planning Committee, Perth College Council 2000 – 2006 Awards
- University of Western Australia Excellence in Post-graduate Coursework Teaching Award 2006
- Best Paper Award - Australian Industrial Organisational Psychology Conference, Sydney 2001.
- Australian Post-graduate Research Award 1991
- Australian Taxation Office National Staff Award for Innovation 1991

Experience

Renu Burr's unique experience as a facilitator of leadership, organisational and personal transformation is the integration of 26 years business and academic experience in leadership development and strategic human resource management. She has recently returned to the University of Western Australia's Business School (where she has been a member of Faculty since 1992), to teach in the Executive MBA and MBA programs after a 2 year secondment as Manager People Strategy at the Royal Automobile Club (WA).

Renu has worked in senior HR management, consultant and advisory roles to support management and executive teams to improve business and leadership effectiveness in the private and public sectors in Australia and overseas. She has consulted with organisations in a broad range of industries ranging from multinational mining companies, an international airline, the armed forces, the Sydney Water Authority, companies for the Meat & Livestock Corporation of Australia, the Australian Commonwealth Government and the West Australian public sector.

Renu is a highly skilled transformation facilitator and has managed numerous change and cultural transformation programs and associated leadership development interventions involving the design, implementation and evaluation of business strategies, structures and HR processes. Renu has 17 years experience teaching and doing research in the tertiary education sector at Curtin University and the University of Western Australia. She has presented numerous Executive Development Programs for the University of WA, the Australian Institute of Management and the Singapore Institute of Management. She has considerable expertise in survey research and evaluation skills and has published and presented her work extensively in Australian and international journals and conferences.

Career Highlights

- HRM Adviser to the Australian Taxation Office Management Board
- Australian Taxation Office National Staff Award for Innovation
- Australian Post-graduate Research Award
- Chairperson of Strategic Planning Committee, Perth College.
- Best Paper Award for 2001 Australian Industrial Organisational Psychology Conference, Sydney.
- UWA Excellence Award for Post-graduate Coursework Teaching 2006.

Appendix: Trainer's Profile *(Cont.)*

Barb Wood

Qualifications

Barb has a Master's in Sport Management Degree from the University of Alberta (Edmonton, Alberta, Canada) and BPHE and BA (Hons) Degrees from Queen's University (Kingston, Ontario, Canada). She is presently completing a PhD at the UWA Business School. Her thesis examines organisational spontaneity in a university setting.

Experience

Barb works at the UWA Business School and lectures in Organisational Behaviour and Coaching. She has presented papers in organisational behaviour, organisational effectiveness and community development in wide ranging conferences in Australia, Canada and the UK.

Barb has had wide ranging consulting projects in Australia, UK and Canada, in both the private and public sectors primarily in the following areas:

- Strategic Planning
- Workshop Facilitation
- Management & Leadership Development
- Organisation Development including vision, values, and objectives
- Stress Management Programs
- Developing Effective Work Practices
- Achieving Performance through Teams.
- Implementing Performance Management Systems

Barb is committed to enhancing performance in individuals and teams by using a facilitative self-reflective style. Trained in Open Space Technology, Barb encourages individuals to take responsibility for their actions and to create an environment for self-organisation which leads to sustainable change. Barb also has accreditation in the Myers Briggs Type Indicator and Appreciative Inquiry and has explored creative conflict and narrative coaching as tools for managing change.

Appendix: Trainer's Profile (Cont.)**Dr Paul D'Sylva**

Dr Paul D'Sylva is the Deputy Director of the UWA Business School and Australian Institute of Management Alliance. He has many years of management experience as a CEO and Director of high-technology companies, funds, and research centres in Australia, the UK and the US. Most recently, as the CEO and Director of Commonwealth Biotechnologies Inc ("CBI"), a fully-integrated drug discovery contract research company serving the biotechnology and pharmaceutical industries and listed on the NASDAQ stock exchange ("CBTE"), he successfully arranged and executed a controlling buy-in by China's largest listed contract research company, Ventuperpharm Laboratories Ltd ("HK.8225") to create the first fully integrated US-China based pharmaceutical contract research organization.

Dr D'Sylva was appointed to the role of CEO at CBI after leading the successful merger of peptide synthesis and development company Mimotopes Pty Ltd from ASX-listed pharmaceutical company PharmAust Ltd with CBI in February, 2007. Prior to taking PharmAust public in 2005, Dr D'Sylva served as the Director of Research and Development at Murdoch University (2001 – 2005). He has a strong track record in mergers and acquisitions, corporate finance and the establishment and growth of pharmaceutical based business ventures in Australia, the US, the Europe, India and China—most recently acquiring Biofocus DPI Inc from Galapagos NV (Euronext Brussels: "GLPG"). He has established joint ventures and partnerships with some of the leading pharmaceutical and biotechnologies in the world, including a global alliance with the world's 4th largest biotechnology company Genzyme Inc (www.peptidechain.com), Invitrogen Inc, Abbott Laboratories, Solvay Pharmaceuticals, GSK, Pfizer, Merck, and the Broad Institute (a joint venture of Harvard and MIT) among others. In addition he has led the development of a number of successful research joint-venture institutes, companies and funds, including the first pre-seed fund joint venture between a superannuation fund and a university in Australia—the \$12.5M Murdoch Westscheme Enterprise Partnership, medicinal and synthetic chemistry company Epichem Pty Ltd, and commercial consulting company MurdochLink Pty Ltd.

He is an invited consultant to the Gerson Lehrman Group in the United States and in this capacity regularly consults to investment banks and industrial clients on a range of topics related to the pharmaceutical and biotechnology industries. Dr D'Sylva has retained a non-executive role at Murdoch University as an Adjunct Professor of Business and is an invited speaker to MBA students on a diverse range of business topics.

His own research interests are in public finance and economics. He took his PhD at the University of Arizona, and was funded by a National Science Foundation Grant under the supervision of Professor Larry Leslie (Finance) and Professor Ron Oaxaca (Econometrics), which was titled: Examining Resource Allocation Within U.S. Public Research Universities (1997). He has held executive positions in universities, government and industry and graduate positions in the United States at the Joint Legislative Budget Committee for the Arizona State Legislature and for an environmental technology spinout company, Tracer Research Corporation. He holds degrees in public finance and econometrics, education, and mathematics.

Appendix: Trainer's Profile (Cont.)**Professor Paul Tiffany**

Prof Paul Tiffany is a highly experienced business consultant and an acclaimed facilitator of management training and development programs for leading firms and organizations throughout the world. He currently serves as a Senior Lecturer at the Haas School of Business of the University of California, Berkeley, where he teaches courses in Business Policy & Strategy and International Management. Prior to this Paul served as a lecturer at the Graduate School of Business, Stanford University and as a professor at The Wharton School, University of Pennsylvania.

He currently serves as a Visiting Professor at Sasin, the Graduate Institute of Business at Chulalongkorn University in Thailand; IOMBA, the International Organizations MBA program at the University of Geneva; and the Columbia University School of Business in New York City. He also taught the strategic management core course in the executive MBA program at CEIBS in Shanghai for the past four years. Prof Tiffany earned his undergraduate degree from Loyola University, an MBA from Harvard University, and his Ph.D. from the University of California at Berkeley.

Prof Tiffany is also a well-known author. His book *The Decline of American Steel* was published by Oxford University Press in 1988, and appeared in a Japanese edition in 1989. *Business Plans for Dummies* (John Wiley & Sons), co-authored with Dr. Steven Peterson, was published in 1997 and again in 2005 in a 2nd Edition. It was a world-wide Top-Five finalist in the Booz Allen/Financial Times "Best Business Book of 1998" competition. The first edition went through fifteen printings, and was available in ten languages. Professor Tiffany is the recipient of several awards for his teaching, including the Cheit Award as the outstanding professor in the Berkeley-Columbia Executive MBA program, in both 2003 and 2004.

Paul currently leads Paul Tiffany & Associates, a multi-specialty consulting and training organization that offers management services to firms worldwide. Recent clients have included Deutsche Post World Net (Germany), Siam Cement Group (Thailand), Thai Beverage (Thailand), Royal Bank of Scotland, Genentech, The Hartford Insurance Co., Statoil (Norway), Microsoft, Mohegan Sun Resort and Casino, US Steel, Raytheon, Toyota (Japan), Young Presidents Organization (YPO) of Thailand, Cisco Systems, Korean Management Association (Korea), Banc of America, and MinSheng Bank (China), among many others.

Joanne Hee

Joanne Hee has more than twelve years of hands-on experience in human resource development and training of leaders, professionals, managers and CEOs from numerous Multinational Companies and local conglomerates. She was hired by a France based confectionary MNC as a change agent consultant. Joanne is also chief editor and consultant to a US based bank for their management training.

Joanne has been appointed as the Senior Academic Advisor and Dissertation Supervisor for Stratford University. She is also an instructor for Change Management, HR Management, Strategic Management, and Creative Problem Solving for the postgraduate MBA and MSc programmes at KDU College Malaysia, Southern California University, Griffith University,

Deakin University and various other notable local institutions with foreign affiliations. She has worked with several notable Malaysian organisations on implementing change successfully.

Joanne is a firm believer that every human being should continue in the creative discovery of their full potential. Her seminars are highly participative as she instills a flavour of excitement in the participants to improve in their jobs. Clients have been surprised and satisfied with the positive impact she has had on the participants and noticeable improvements have been seen by employers after her workshops.



Transformational Leadership & Change Management Series

Chosen Module: _____

Course Commencement Date: _____

Company : _____ Contact Person : _____
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* Please indicate title of delegate(s) (Dato'/Datin/Dr/Mr/Mrs/Ms) and use a separate sheet if you have more than 5 delegates.

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Registration & Payment Policy

Upon signing this form, you are deemed to have read and understood the Registration and Payment Policies and have accepted the terms contained therein. This registration form together with the payment MUST reach us at least 5 working days before the commencement of the event. Full payment is due upon registration in order to guarantee the seat(s).

Substitution of Delegate(s):

This is allowed provided KMDC is notified in writing of the name(s) and designation(s) of the new delegate(s) at any time prior to commencement of the event. Transfer of registration to other KMDC courses is not allowed.

Cancellations

All cancellations of registration must be made to KMDC in writing. If cancellations are received:

- (a) more than 14 days before the event, a full refund of the fees less a 10% administrative charge will be given;
- (b) 7 - 14 days before the event, a 50% refund will be given;
- (c) less than 7 days before the event, no refund will be given;
 - (i) a substitute delegate is welcome to take your place, or
 - (ii) a set of course materials will be given.

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