



GLOBAL BANKING LEADERS  
PROGRAMME  
2024





ABS in London | Executive Education

# GLOBAL BANKING LEADERS PROGRAMME

25 NOVEMBER – 6 DECEMBER 2024







## 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 then 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 seventh 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  
25 – 28 Nov 2024

## WEEK 2

London,  
United Kingdom  
2 – 6 Dec 2024

## PROGRAMME FEES\*

**MYR 90,000 / SGD 25,800**  
**/ GBP 15,500**  
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 and accommodation based on single occupancy (from 1-7 December 2024) in London during the second week of the Programme. It is not inclusive of any applicable taxes.*



HRDC Prog No:  
10001319703

MyCo ID:  
201201039737

## ENQUIRIES

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

## PAYMENT OPTIONS

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

## 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](http://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

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WEEK 1  
25 – 28 NOVEMBER 2024  
KUALA LUMPUR, MALAYSIA





# PROGRAMME OUTLINE – WEEK 1, KUALA LUMPUR

Schedule	Monday, 25 November	Tuesday, 26 November
09:00 - 12:30	<p>Welcome Session &amp; Registration (8:30 - 9:00)</p> <p><b>Building a Resilient and Adaptable Leadership Brand</b> (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> <li>Leading in uncertain times</li> <li>Developing effective contingent leadership strategies</li> <li>Sharpening leadership decision-making processes</li> <li>Strategies for coping with ambiguity and risk</li> </ul>	<p><b>Behavioural Biases in Financial Institutions and their Role in Financial Crises</b> (Prof. Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> <li>Behavioural finance and its impact on financial institutions</li> <li>Decision-making in context</li> <li>Rules versus Experts</li> <li>Evolution of risk perceptions</li> <li>Forgetting history</li> <li>Regulatory developments</li> <li>Biases and Regulators and current regulatory requirements</li> <li>Geopolitical risk: a new phenomenon or.....?</li> </ul> <p><b>Case Studies:</b> (1) The Irish Banking Crisis: What can Malaysian bankers learn from it? (2) Silicon Valley Bank and related US banking issues in 2024: Why do we never learn?! (10:45-12:30)</p>
10:30 - 10:45 (break)		
12:30 - 13:30	Lunch	Lunch
13:30 - 17:00	<p><b>Leadership Challenges in Running a Bank</b> (Prof. Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> <li>Creating scalability and sustainable profitable growth</li> <li>Sources of diverse performance</li> <li>What drives diverse performance?</li> <li>Where is your bank in this spectrum?</li> <li>Challenges of talent management, retention and reward strategies to retain the best and brightest staff</li> <li>How will current regulatory developments impact your leadership agenda?</li> </ul>	<p><b>Motivating Followers, Managing Stakeholders and Creating Engagement</b> (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> <li>Understanding shifting motivational priorities</li> <li>Managing talent and dealing with poor performers</li> <li>Appreciating and managing individual differences</li> <li>Maintaining equity and delegating effectively</li> <li>Managing conflicting and contrasting stakeholder demands</li> <li>Overcoming competition and promoting collaboration</li> </ul>
15:15 - 15:30 (break)		
17:00 - 18:00	Project Coaching - Prof. Steve Thomas and David Mellor	Project Coaching - Prof. Steve Thomas and David Mellor

## WEEK 1 – MONDAY, 25 NOV 2024

### 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**

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, 27 November	Thursday, 28 November
<p><b>Developing Agile Teams and a Conducive Corporate Culture</b> (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> <li>• Building agile, virtual, and cross-disciplinary teams</li> <li>• Facilitating hybrid and responsive cultures</li> <li>• Promoting networks and managing hierarchies</li> <li>• Exercising power and influence in constructive ways</li> <li>• Leveraging political systems and processes</li> <li>• Breaking silos and leveraging networks</li> </ul>	<p><b>Forecasting and Risk Perceptions in the Banking World</b> (Prof. Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> <li>• Banking Banana skins: Evolution of risk perceptions and what lies ahead</li> <li>• Why forecast?</li> <li>• Forecasting failures</li> <li>• Forgetting history? Or never knowing history?</li> <li>• Can we restore confidence in forecasting? How?</li> <li>• The forecasting tournament and Superforecasters</li> <li>• How can YOU become a Superforecaster?</li> </ul> <p><b>Assessing the Major Sources of Risk for Banking in Malaysia Over the Next 5 years</b> (10:45-12:30)</p>
Lunch	Lunch
<p><b>The Agile Bank</b> (Prof. Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> <li>• What is agility in banking?</li> <li>• What did the Covid pandemic and its aftermath teach us about agility in banking?</li> <li>• What are the characteristics of the Agile Bank?</li> <li>• Is your bank 'Agile'?</li> <li>• Are the challenger banks really 'agile'?</li> </ul> <p><b>Case Study : Starling Bank</b> (15:30-17:00)</p> <ul style="list-style-type: none"> <li>• A different sort of bank? Would you consider Starling to be Agile? Does Agility =Profitability? Is Starling a model for banking going forward?</li> </ul>	<p><b>Leading Strategic Change in Challenging Times</b> (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> <li>• Why most change programmes fail</li> <li>• Core assumptions of traditional and stable change initiatives</li> <li>• Addressing and overcoming resistance to change</li> <li>• Identifying and embracing shifting change imperatives</li> <li>• Integrating and responding to external triggers</li> <li>• Programme review and personal action planning</li> </ul>
Project Coaching - Prof. Steve Thomas and David Mellor	

## WEEK 1 – TUESDAY, 26 NOV 2024

### 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 and its aftermath 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 Perceptions in the Banking World**

We examine the dismal recent history of forecasting in all its guises, examining the specific cases of banking crises. 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 2024 suggestions for likely risks ahead in 2025 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

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WEEK 2  
2 – 6 DECEMBER 2024  
LONDON, UNITED KINGDOM



## PROGRAMME OUTLINE – WEEK 2, LONDON

Schedule	Monday, 2 December	Tuesday, 3 December
9:00 - 13:00	Welcome and Registration (8:30am - 9:00am)	<b>The Value of Data and Machine Learning in Modern Finance</b> (Dr. Dimitris Paraskevopoulos)
10:45 - 11:00 (break)	<b>Leading Innovation and Resilience</b> (Dr. Aneesh Banerjee) <ul style="list-style-type: none"> <li>• What is AI and how will AI change managers and leaders' jobs?</li> <li>• New demands on leadership in the age of maturing AI</li> <li>• Organisational change driven by AI</li> <li>• Case study: Can we use AI in recruitment? The case of "Grow 360"</li> </ul>	<ul style="list-style-type: none"> <li>• The value of Data Analytics and Machine Learning (ML) in banking and finance</li> <li>• Using data and ML to predict behaviour</li> <li>• Hands-on experience with ML tools</li> <li>• Fundamental elements and principles of ML algorithms and how to evaluate their performance</li> <li>• Applicability of ML tools on making data-informed decisions in banking and finance, including real-world examples</li> </ul>
13:00 - 14:00	Lunch	Lunch
14:00 - 17:00	<b>Engaging and Inspiring Others : Using the Power of Narrative</b> (Nadia Marchant, iOpener) <ul style="list-style-type: none"> <li>• Stories are now regarded as a key element of organisational success, particularly as employees and clients demand a link to purpose and meaning</li> <li>• Participants will put into practice different styles of stories and receive feedback on how their stories and storytelling persona come across</li> </ul>	<b>FinTech and the Banking Sector</b> (Dr. Angela Gallo) <ul style="list-style-type: none"> <li>• The main pillars of Fintech and implications for the Financial sector</li> <li>• Real world case studies on Fintech</li> <li>• The role of banking digitalisation in recent bank failures (SVB and Credit Suisse)</li> <li>• Challenges involved with new innovations disrupting the financial system</li> </ul>
15:00 - 15:15 (break)		
17:00 - 18:00	Project Coaching	Project coaching
18:30 - 21:30	Welcome Dinner	Free evening

### WEEK 2 – MONDAY, 2 DEC 2024

#### 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.





### Morning Session : **The Value of Data and Machine Learning in Modern Finance**

Data is being produced daily in huge amounts, and lately we have the opportunity and privilege to be able collect it. A valid question is: 'What do you do with it?'. You could ignore it and continue doing business as usual. Or you could start looking for patterns, identify if there is any story hidden that could potentially help you derive insights and assist your decision-making process. This session will start with motivational examples from the banking and finance industry to attempt to answer to the question 'Would there be any business without the maths?' Then, we will enter the fascinating world of Machine Learning (ML) by exploring how one could predict with high accuracy if a potential customer would default a loan. Similarly, we will try to answer questions like: 'Is a particular insurance claim fraudulent?' or 'Is a particular employee or customer going to churn?' We will have hands-on experience with ML tools and learn how to evaluate the performance of ML algorithms – should I trust what the algorithm suggests? We will mention the fundamental elements and principles of ML algorithms, but the focus will be on the applicability of ML tools on making data-informed decisions in banking and finance.

### 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 Session : **Digital Identity, Cyber Security and Operational Resilience**

As economies around the world are increasingly becoming digital and ecommerce continues to grow, the need for a robust digital identity has become critical to provide individuals and businesses with access to the digital economy, as well as to mitigate financial crime. Furthermore, cyber threats and challenges to operational resilience have become a key challenge for the financial services industry, and practical and regulatory measures to counter these risks are coming to the fore. This session will discuss the role of digital identity in the global data economy and provide examples of existing and evolving models with a view to increasing cyber resilience and enabling effective financial fraud mitigation. We will also delve deeper into the cyber threat landscape, discussing modus operandi and best practice approaches and solutions to counter these risks. As a third pillar we will examine operational resilience in financial services and discuss the European Digital Operational Resilience Act as the first of its kind designed to support the industry's digital resilience.

### Afternoon Session : **The Rise of Quantum Computing**

Over the last decade, the topic of Quantum Computing has gained more and more attention, fuelled by several scientific breakthroughs, from Google's AlphaGo defeating the world Go Champion to IBM's 133 Qubit Quantum Computer. But what is really the state of play in Quantum Computing and should the financial services world care? This session will provide the latest context of the journey towards Quantum Computing and make the connection with Artificial Intelligence (AI) and the broader applications of solutions in the financial services world. We will also examine some key use cases for Quantum Computing, from modelling global warming to simulating the universe.

## WEEK 2 – THURSDAY, 5 DEC 2024

### Morning Session : **The Future of Banking**

The evolution from shadow banking to non-bank financial intermediation has significantly reshaped the global financial landscape, since the Global Financial Crisis. With prominent examples from the US and more recently China, the sector has reached such a scale that an increasingly large part of the real sector relies on NBFIs for its financing. This transition has been marked by bank disintermediation. The more recent example has been in the boom of private lending markets, which follow the previous boom of the collateralised loan obligation (CLO) markets. Both academics and regulators are highlighting similar dynamics and potential risks. These burgeoning non-bank lending markets bring forth challenges to financial stability, necessitating scrutiny and regulatory oversight to mitigate systemic risks and ensure sustained economic resilience.

### Afternoon Session : **Offsite Visits to Financial Institutions**

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

### Evening Session : **Farewell Dinner**

It is a tradition of ABS to celebrate the coming to an end of its International Residency Executive Education programmes with a special dinner.

## WEEK 2 – FRIDAY, 6 DEC 2024

### 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** **Professor of Organisation Theory, Bayes Business School**



Cliff joined Bayes in 2011 as a Professor in Organisation 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 Organisation 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 organisational 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*, *Organisation*, and *Organization Studies*. He is the European Editor for *Journal of Organisational Change Management* and Associate Editor for *Journal of Change Management*. He is also a co-director of ICROD (the International Centre for Research on Organisational 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 (Organisation 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.

## 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 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 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.

### **Dr Ruth Wandhöfer**

#### **Visiting Professor, Bayes Business School**



Ruth Wandhöfer has been instrumental in shaping the future of finance during her impressive career over more than two decades. She operates at the nexus of data, technology, identity finance and regulation and is passionate about creating the decentralised digital economy of the future, bringing back personal agency and putting us humans at the centre. As a very influential female leader in the technology space, she promotes understanding, development and deployment of new business models for our digital future across financial markets and processes.

With a diverse career across regulatory policy development, banking, Fintech/Regtech mentoring, investing and consulting she finds herself at the centre of the evolving digital ecosystem of players with the ability to advise, accelerate, promote and enable technology players to become an integral part of the new financial ecosystem.

After a distinguished career of over a decade with Citi, Ruth is a speaker and runs her own advisory and consulting business. She is also an independent Non-Executive Director on the boards of Permanent TSB, Gresham Technologies, Aquis Exchange and RTGS.global and has been an active Angel and VC investor for years. In addition, she is the Chair of the Statutory Payment Systems Regulator (PSR) Panel in the UK and advises the City of London Corporation, the British Standards Institution and the European Third Party Provider Association (ETPPA).

Ruth was named as one of 2010s 'Rising Stars' by Financial News, named in Management Today's 2011 '35 Women under 35' list of women to watch, and identified as one of the 100 Most Influential People in Finance 2012 by the Treasury Risk Magazine. She received the 'Women in Banking and Finance Award for Achievement' in 2015 and in 2016, 2017, 2018, 2020, 2021 and 2022 she was named on the global 'Women in Fintech Powerlist' of Innovate Finance (Senior Leader in 2020, 2021, 2022). She is a Top 10 Global Fintech Influencer (Fintech Power 50).

### **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.





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

## Bayes Business School Rankings

- 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
- 2<sup>nd</sup> best in London, 5<sup>th</sup> in the UK, 27<sup>th</sup> in Europe (Financial Times European Business School ranking 2023)
- 5<sup>th</sup> 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)
- Top ten in the UK, 3<sup>rd</sup> globally for growth, 74<sup>th</sup> globally for custom Executive Education (Financial Times Executive Education custom ranking 2023)
- 4<sup>th</sup> globally for Corporate Strategy (Financial Times Global MBA ranking 2022)
- 2<sup>nd</sup> in the UK, 5<sup>th</sup> in Europe, 13<sup>th</sup> Globally for Entrepreneurship (Poets and Quants World's Best MBA Programmes for Entrepreneurship 2024)





The programme has definitely got me thinking and challenging what my previous thoughts were. It has definitely broadened and given context to so many issues that I have struggled to piece together.

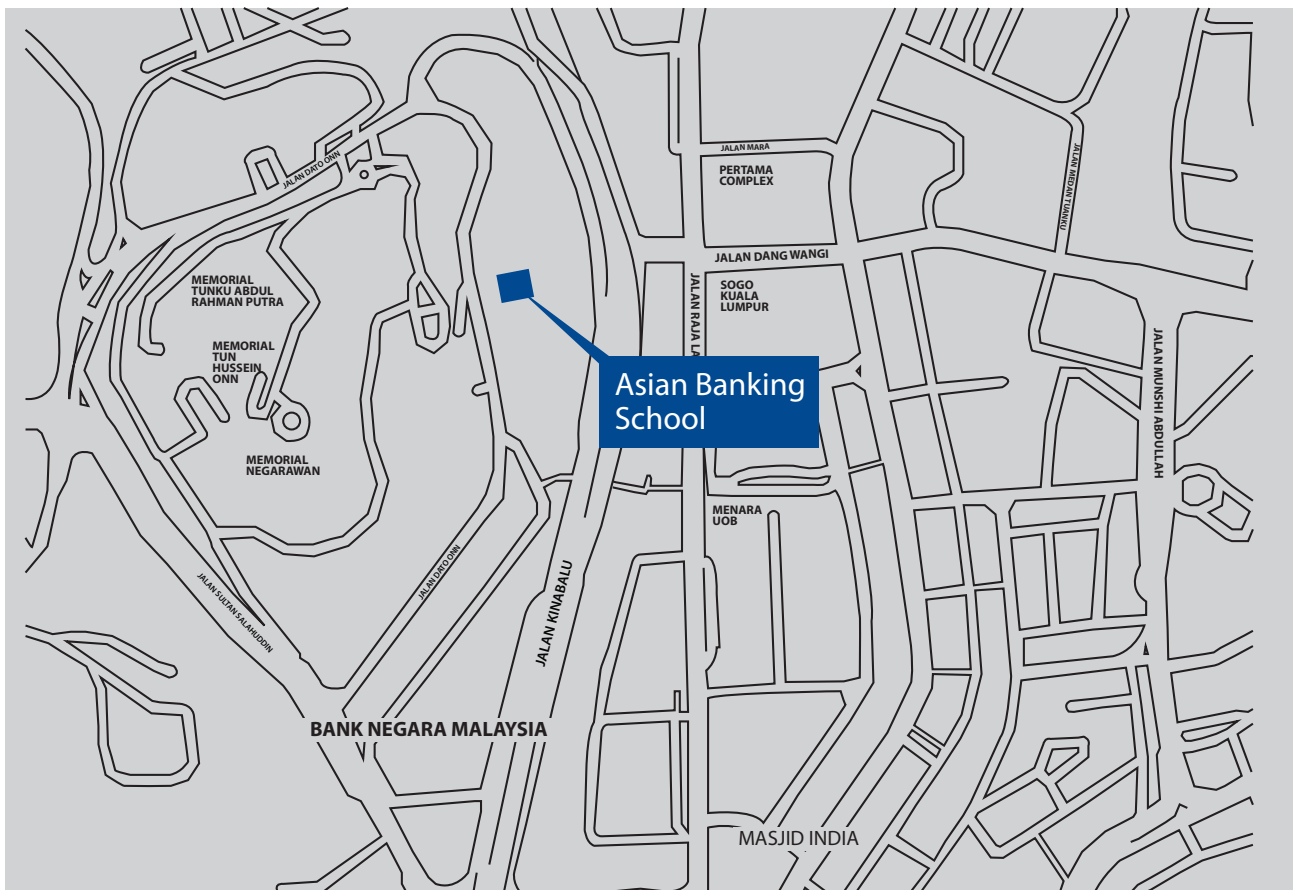






### Week 1 : **Asian Banking School**

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

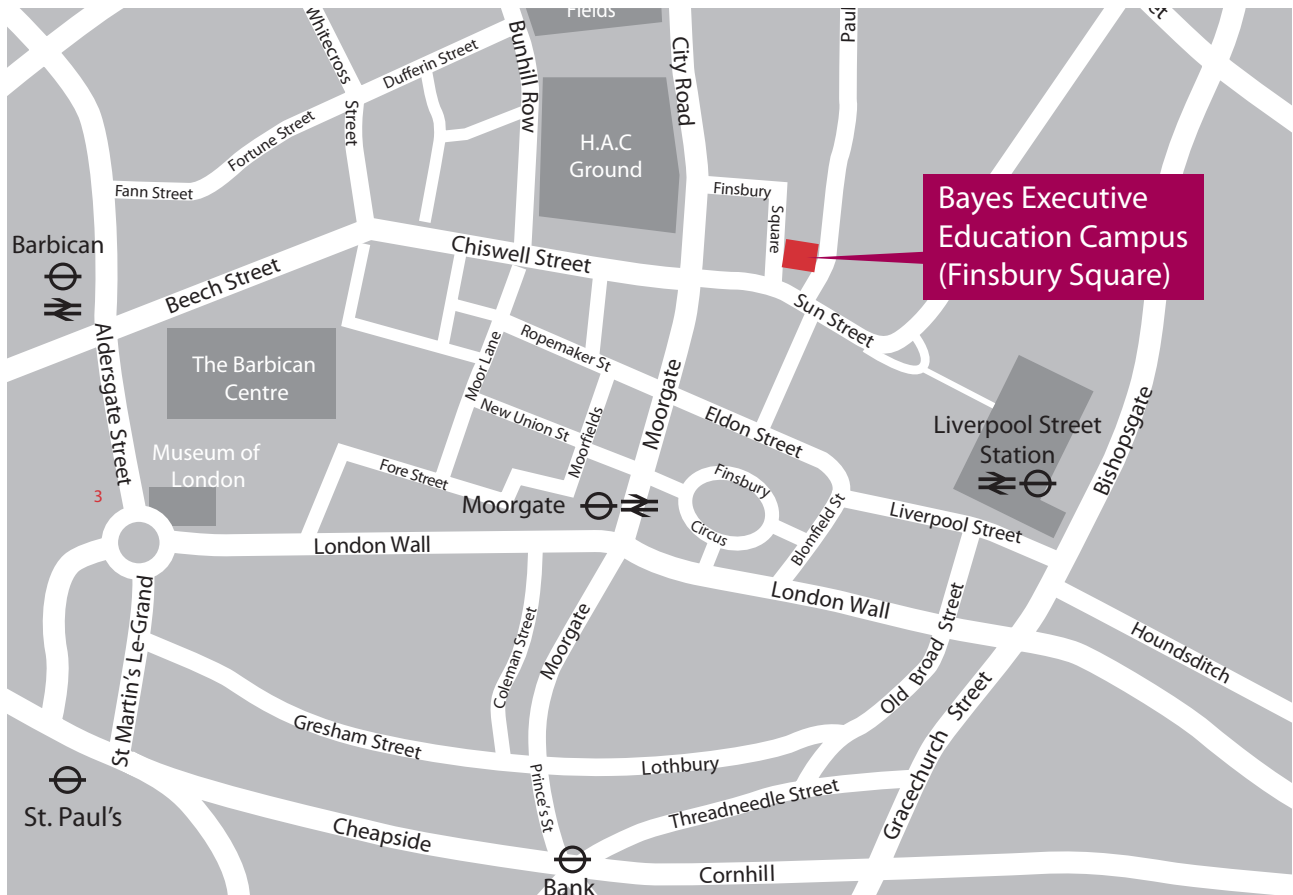
Week 2 in London will be held at the new Executive Education campus for the Bayes Business School. Located at Finsbury Square, it can be reached easily via public transportation:

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





## 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](http://www.montcalmroyallondoncity.co.uk)

Accommodation will be provided at The Montcalm Royal London House for participants' stay during the second week of the programme in London. It is based on single occupancy and is included with the programme fee. The hotel is located conveniently at only a one-minute walk to the new Bayes Executive Education Campus on Finsbury Square and a six-minute walk to the Moorgate Tube Station.

### **Accommodation Type**

- Deluxe Double  
Room size : 20 sqm. Elemis toiletries and free wifi included  
Breakfast is included in the rate



## ABOUT US

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. In 2024, ABS will offer two new courses with the University of Oxford Saïd Business School and the Tsinghua University, Beijing.

ABS began operations in 2015 and has continued to set the standard for developing talent in the banking industry through its innovative, unique, and relevant training programmes that have transformed the banking education landscape having trained nearly 200,000 bankers since its inception. In 2023, ABS established its Singapore office as part of its expansion plans to provide personalised training consultancy services within the region.

### Asian Banking School

(201201039737)

Level 3, Bangunan AICB, 10 Jalan Dato Onn,  
50480 Kuala Lumpur, Malaysia  
Tel: +603-2701 7822

### ABS (S) Pte Ltd

(201734535N)

Level 39, Marina Bay Financial Centre Tower 2  
10 Marina Boulevard, Singapore 018983  
Tel: +65 6818 5763

Email: [enquiries@asianbankingschool.com](mailto:enquiries@asianbankingschool.com)

Website: [www.asianbankingschool.com](http://www.asianbankingschool.com)



Asian Banking School



Asian Banking School (ABS)

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