LEADING FOR SUCCESS
10-DAY CONSORTIUM PROGRAM

Develop business leaders and entrepreneurs for continued success

SEP-DEC 2017
Hong Kong
Established in 1991, the HKUST Business School is recognized as one of the youngest and most respected Business Schools in Asia. Our programs are consistently ranked among the very best in the world by international media and our faculty is considered to be among the most qualified. The HKUST Business School is committed to providing the best quality executive education in the world which focuses on creating a unique learning experience for our participants. We invite world-class faculty and international experts to teach on our executive programs. Participants will gain the cutting-edge insights and latest knowledge to keep them ahead in the dynamic business environment.

Contents

- Program Objective 1
- Who Should Attend 1
- Program Highlights 1
- Program Structure 2
- Mode of Delivery 2
- Participation 2
- Upon Completion 2
- Participant Profile 2
- Program Content and Preview 3-4
- Daily Schedule 5
- Venue 5
- Faculty Profile 6-7
- Feedback from Alumni 8
- Program Fee 9
- Application 9
- Cancellation and Refund Policy 9
- Program Administration 9
Leading for Success @HKUST
September – December 2017
10-day Consortium Program for business leaders and entrepreneurs

The School of Business and Management of the Hong Kong University of Science and Technology (HKUST Business School) proudly presents Leading for Success Consortium Program. The program is designed to develop business leaders and entrepreneurs by improving their leadership capabilities and offering them access to the latest management knowledge.

It is built on our extensive experience in offering world-class executive education to senior executives and business owners throughout the years.

Program Objective
Leading for Success Consortium Program develops business leaders in meeting the challenges and opportunities in a rapidly changing and increasingly competitive business environment and provides golden opportunities for networking with executives from diverse industries and backgrounds.

Who Should Attend
Business leaders and entrepreneurs of leading companies and organizations, typically with 10+ years of working experience.

Program Highlights
- Acquire cutting-edge business and management knowledge and skills from world-class faculty with intensive experiences in teaching executive programs and consulting work for organization worldwide
- Broaden perspectives and benchmarking best practices from fellow participants from other leading companies and organizations
- Improve leadership capabilities to bring out the best in your people to boost performance
- Foster strategic thinking to create value which is essential for company success
Program Structure
The program comprises of four 2 to 3-day compulsory modules with a total of 10 days of intensive classes over four months.

Mode of Delivery
A variety of teaching modes will be used – lectures, case studies, interactive workshops, facilitated discussions and simulation exercises.

The intensive mode of study enables high-impact learning experiences with minimal disturbance to the busy work schedules of executives.

Participation
Participants should be business leaders and entrepreneurs, typically with 10+ years of working experience. They should be chosen by the company based on the needs for development to succeed with increasing responsibilities.

Total support and commitment from participating organizations are crucial to the success of the program. Organizations that are committed to management and leadership development will be selected.

Places in the program are limited. Each participating organization is expected to register a minimal of 2 participants and not more than 8 participants. A class size of about 20-30 is anticipated for this program.

Upon Completion
Participants should be prepared to devote their time and be focused on learning during the program. To pass the modules, participants have to achieve at least 80% class attendance (each module).

A certificate of attendance will be awarded by the HKUST Business School to participants who have completed the program. A closing lunch or dinner will be organized at the end of the program.

Participant Profile (Class 2007-2016)
Participants are seasoned executives who have extensive managerial experience with an average of 19 years. They are from diverse industries including Accounting & Auditing, Advertising / PR / Marketing, Banking & Finance, Biotechnology / Chemical, Building & Construction, Business Services, Conglomerates, Consultancy, Consumer Goods, Entertainment / Arts / Recreation, Entrepreneur, Executive Search / Personnel Consultants, Food & Beverage, Government & non-profit, Health / Beauty Care, Information Technology, Insurance, Logistics / Transportation, Manufacturing, Media / Communication / Publishing, Medical Services / Pharmaceutical, Property Management / Security Services, Utilities, Retail, Telecommunications, Trading, Travel & Tourism and utilities.

Work Experience
Average: 19 yrs

Office Location
Hong Kong: 80%
Fly-in: 20%

Gender
Male: 74%
Female: 26%

Functional / Area Manager: 33%
President: 3%
C Level Executive: 8%
Director: 27%
Professionals: 15%
General Manager: 14%

Master/Doctoral degree holder: 44%
Bachelor degree holder: 36%
Professional qualification & others: 20%
Program Content and Preview

The program comprises of 4 compulsory modules with a total of 10 days of intensive classes over four months.

Module 1
Competing through Strategic Management (2 Days) 14-15 September 2017 (Thu-Fri)
Prof. Chris Doran

As a leader, you will be expected to contribute more to the strategic thinking of your organization, to put short term concerns aside, take the CEO’s perspectives, and lead your team in the right direction.

This module will equip you with the tools and frameworks that need to craft a strategic plan for your organization thoughtfully. It will start off introducing an analytical toolkit that will enable you to understand your starting point, look at your industry, your customers, your competitors and your own company. Then move on to developing an understanding about how an industry is changing, using a structured approach to organize the trends and possibilities that may occur.

Participants will then think creatively about their strategic options, learning several techniques to identify innovative opportunities. They will discuss how, as leaders, to identify the timeless foundations and principles of their business that they must not change, while responding with flexibility in all other areas.

Finally, participants will close the loop by taking action and delivering results through their strategy. They will learn how to map out an action plan to execute their strategy, discuss the barriers and challenges that organizations face in implementation and ways to overcome them.

Module 2
Leadership and Change Management (3 Days) 30 October - 1 November 2017 (Mon-Wed)
Prof. Jean Vanhoegaerden

A successful manager must possess capability in leadership and change management. In this module participants will deal with different challenges in today’s dynamic global business environment. Participants will be provided with frameworks that will help to review their experiences and give perspective to their future actions and will learn from the frameworks but also from each other since this module will be very interactive in style.

Different processes in organizational and individual change will be showcased. This will prepare you to understand the challenges in implementing changes in complex organizations, to provide a framework to understand what happens in change processes, and apply to individual and organization.

This module will give you an understanding on the challenges of leaders and get insight in today’s challenges and how leaders react, survive and keep energized. Participants will gain an understanding of the challenges and thoughts on how to deal with them.
Module 3  
Strategy and Marketing (3 Days)  
15 - 17 November 2017 (Wed-Fri)  
- Prof Joseph Salvacruz  
The general objective of this module is to provide participants with cutting-edge knowledge of marketing strategy and understanding of the decisions and challenges faced by managers at the marketing operations level in a firm. Participants will also learn about team development and management, planning processes, and the analytical tools used by managers. They will also be involved with strategy development, implementation and change.

The module is structured in a way that it provides an avenue for knowledge and information gathering and skills development through interactive lecture-discussion and short exercises. Focus is on efficient response to environmental dynamics, and an emphasis on cross-functional approach to marketing decision-making. The module will also explore strategic marketing best practice scenarios across a wide range of industries.

Participants will also have an opportunity to go through a unique learning experience through their active participation in a strategic marketing game.

Module 4  
Achieving Success through People (2 Days)  
18 - 19 December 2017 (Mon-Tue)  
- Prof Stephen Nason  
Organizations today are facing unprecedented challenges that threaten their very survival yet also present remarkable opportunities. Global competition in nearly all industries requires leadership, vision, innovation, and coordination on a scale never before imagined. Executives in all industries realize that the management of people, the human resources in the organization, are the key to success.

This module helps you to develop skills and abilities necessary to distinguish between the ineffective and effective management of organizations, with a particular focus on the skills and techniques that can improve your ability to function effectively in a work setting.

Topics that will focus on include strengthening individual and group decision making, learning how to most effectively motivate employees, improving negotiation skills, developing leadership abilities, managing organizational culture and structure, and directing organizational change. The goal is to help you become a more effective manager and leader.

Program dates, content, choice of faculty and teaching sequences are subject to final adjustments and modifications.
Daily Schedule

Classes normally start at 9:30 am and finish at about 5:30 pm at HKUST Business School Executive Education Suite. A typical day comprises of four 1.5-hour teaching sessions with lunch and refreshment breaks in between.

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:30 - 11:00 am</td>
<td>Morning session 1</td>
</tr>
<tr>
<td>11:00 - 11:15 am</td>
<td>Refreshment break</td>
</tr>
<tr>
<td>11:15 am - 12:45pm</td>
<td>Morning session 2</td>
</tr>
<tr>
<td>12:45 - 2:00 pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>2:00 - 3:30 pm</td>
<td>Afternoon session 1</td>
</tr>
<tr>
<td>3:30 - 3:45pm</td>
<td>Refreshment break</td>
</tr>
<tr>
<td>3:45 - 5:15pm</td>
<td>Afternoon session 2</td>
</tr>
<tr>
<td>5:15 - 5:30 pm</td>
<td>Round up</td>
</tr>
</tbody>
</table>

Venue

Classes will be conducted at the state-of-the-art executive education facilities of the Business School on HKUST’s Clear Water Bay campus.

The executive education facilities and the campus setting provide a comfortable, pleasant and efficient environment conducive to the intensive mode of learning in this program.
Faculty Profile

Prominent HKUST scholars and overseas faculty who are experienced in executive teaching have been selected to participate in planning and teaching of the program. They are subject experts in their respective areas and consultants to various companies. They are most knowledgeable on the issues facing business executives in the dynamic and challenging business environment.

Chris Doran
MBA, INSEAD
Academic Director
Kellogg-HKUST EMBA Program

Professor Doran has over 20 years of experience in crafting and executing strategy in three major multinationals. He has run the strategy department for three major multinationals. Formerly, he has been Strategy Director for A.S.Watson (the retail division of Hutchison Whampo), Lend Lease (one of Australia’s largest Real Estate companies) and UDV (the US$2 billion operating profit drinks division of Diageo plc). As well as running the strategic planning processes, his responsibilities have included M&A, corporate development and new ventures. He got his grounding in strategy as a manager at McKinsey & Co, the world’s leading management consultancy. He was based in the London and Delhi Offices.

Professor Doran is also a Professor at the HKUST, teaching the core strategy course as well as electives in M&A and Consulting to the MBA students. He is also Academic Director for the Kellogg-HKUST EMBA, the leading EMBA program in the world as ranked by the Financial Times.

Jean Vanhoegaerden
Master Organizational Psychology
Ashridge Executive Education
Hult International Business School

Professor Vanhoegaerden specializes in Cross Cultural Management, Globalization, Leadership and Organizational Change. He is member of the faculty of Ashridge Executive Education at Hult International Business School. He has consulted to numerous firms in Europe, and has taught executive courses in North America, Europe, Singapore, Australia and the Middle and Far East.

Professor Vanhoegaerden speaks regular at in-company conferences. He also teaches at Fuqua School of Business at Duke University in Raleigh Durham, NC, USA. His interests are linking the strategic aspects to the ‘softer areas’ in business. His research focuses on integrating strategy and leadership in an international context.
Prominent HKUST scholars and overseas faculty who are experienced in executive teaching have been selected to participate in planning and teaching of the program. They are subject experts in their respective areas and consultants to various companies. They are most knowledgeable on the issues facing business executives in the dynamic and challenging business environment.

Professor Doran has over 20 years of experience in crafting and executing strategy in three major multinationals. He has run the strategy department for three major multinationals. Formerly, he has been Strategy Director for A.S.Watson (the retail division of Hutchison Whampoa), Lend Lease (one of Australia’s largest Real Estate companies) and UDV (the US$2 billion operating profit drinks division of Diageo plc). As well as running the strategic planning processes, his responsibilities have included M&A, corporate development and new ventures. He got his grounding in strategy as a manager at McKinsey & Co, the world’s leading management consulting firm.

Professor Doran is also a Professor at the HKUST, teaching the core strategy course as well as electives in M&A and Consulting to the MBA students. He is also Academic Director for the Kellogg-HKUST EMBA, the leading EMBA program in the world as ranked by the Financial Times.

Chris Doran  
MBA, INSEAD  
Academic Director  
Kellogg-HKUST EMBA Program

Professor Vanhoegaerden specializes in Cross Cultural Management, Globalization, Leadership and Organizational Change. He is member of the faculty of Ashridge Executive Education at Hult International Business School. He has consulted to numerous firms in Europe, and has taught executive courses in North America, Europe, Singapore, Australia and the Middle and Far East.

Professor Vanhoegaerden speaks regular at in-company conferences. He also teaches at Fuqua School of Business at Duke University in Raleigh Durham, NC, USA. His interests are linking the strategic aspects to the ‘softer areas’ in business. His research focuses on integrating strategy and leadership in an international context.

Professor Salvacruz has extensive teaching experience in MBA, EMBA and Executive Education and has won a number of teaching and professional awards. He has been a consultant, business adviser and executive training facilitator of various firms in the US, Philippines, New Zealand, Hong Kong and China.

His research focuses on strategic marketing with particular emphasis on modeling strategic activities and on food marketing issues. Professor Salvacruz is a frequent contributor to academic conferences and journals and he has reviewed for several academic journals. In addition to teaching, research, and consulting, Professor Salvacruz has been actively involved with the management of restaurant and catering business, and a food trading company in the Philippines.

Professor Nason has been a full-time Professor in HKUST since 1995, where he has taught negotiations at MBA and Executive MBA levels for the past 20 years. He has extensive experience teaching, consulting, and conducting research in the US, Hong Kong, and Mainland PRC.

Feedback from Alumni

“The Leading for Success programme met my expectation and there are all very relevant subjects that today’s executives have to be adept in. Thanks to the professors who were all very experienced and knowledgeable and always presented the ideas vividly with day-to-day examples. The classmates were experienced, there are lots of interaction and sharing of ideas and experience in class. The design in breaking the 10-day programme into four modules each spanning two to three days was very good and it had very little impact to my personal and business schedule.”

Mr. Raymond Choi, Chief Customer Services Engineer, The Hong Kong Electric Co Ltd

“I learned to think out of the box and hardly focused on my industry at all...unless I happened to be talking about my experiences. This gave me a completely different point of view and thinking that was new to me. By reviewing the case studies from the professors and listening to my class mates opinions on real life issues, it helped me to expand my own views and opinions that I can apply back to my own job. I had the joy to work with an international group consisting of Hong Kong Chinese, Mainland Chinese, French, Italian, Kiwis, Korean, Dutch and of course me being British. We all have different cultures which we learned from and we all represented a wide range of professions with industries, and many different positions. It was very rewarding on both a personal and professional level.”

Mr. Paul Dickson, Food & Beverage Manager (Racecourses), The Hong Kong Jockey Club

“The Leading for Success Consortium Program has been excellent, with a very broad coverage of business essentials to succeed.”

Mr. Kasper Staerk Olesen, General Manager, Maersk Broker Korea Ltd, Maersk Broker Asia Ltd

“The Leading for Success Consortium program brought together students from multiple backgrounds (culturally and professionally), which was big success factor and one which few other programs in Asia can provide. Being able to learn from the experience of others was one of the major success factors of the course. I benefited from the knowledge provided both by other attendees and the teaching faculty. The teaching faculty had professional experience, which was invaluable since they are not just imparting academic theories, but also practical solutions. This was a real value-add from the program. All modules came with a healthy quota of group work which tested our ability to lead amongst ourselves and then take that experience back to the workplace.”

Mr. Lee Quane, Regional Director - Asia, ECA International

“It is an excellent opportunity for those who have not stepped out of their work environment to refresh themselves and equip with the latest management techniques.”

Mr. Rajesh S. Nadkarni, General Manager, Assudamal & Sons (HK) Ltd

“It is invigorating to be among a group of varied and talented people, learning and reinventing our ways of doing things.”

Ms. Clarice Yu, Senior Building Surveyor, Buildings Department, HKSAR Government

“The world-class faculty of HKUST and cutting-edge knowledge have made the experience with HKUST Business School most valuable.”

Mr. Gary Teng, Head of Corporate Affairs, British Sugar Overseas Ltd
**Program Fee**

Regular Program Fee (minimum 2 registrations per company / organization)  
HK$72,800  
Early bird rate (register before 28 July 2017)  
HK$64,800  
Corporate rate (3 or more registrations from the same company)  
HK$61,800

* The fee includes:  
- Design, development and delivery of the program conducted at HKUST  
- All course materials, binders, articles, cases, teaching notes and textbooks, if applicable  
- The use of fully equipped executive education classroom and breakout rooms during the program  
- Lunch and refreshment during the program  
- Certificate of attendance awarded by HKUST Business School

**Application**

Please send us the followings by email / fax / mail (on or before **25 August 2017**):  
1. Completed **Company Reply Form**  
2. Completed **Participant Registration Form(s)** (online version is also available)

Attn: Mr. Garrie Pang, Program Officer  
HKUST Business School Executive Education Office  
Room 3011, Lee Shau Kee Business Building  
The Hong Kong University of Science and Technology  
Clear Water Bay, Kowloon, Hong Kong

(852) 2358 8013 (Mr. Garrie Pang)  
(852) 2358 7541 (Miss Christine Chan)  
(852) 2335 5836  
ExecEd@ust.hk  
www.bm.ust.hk/ExecEd

Once the registration is confirmed, the program office will send you email confirmation and invoice. Please make payment accordingly (cheque payable to “The Hong Kong University of Science and Technology”) to secure the seat(s).

**Remarks**  
- Each organization is expected to register a minimal of 2 participants and not more than 8 participants.  
- Places are available on a first come first served basis.  
- Places are limited and are subject to availability at the time of confirmation and consideration of the requests already made by other companies. An early confirmation will therefore help us to serve your needs.  
- HKUST Business School Executive Education Office reserves the right to make any amendments to the program without prior notice.

**Cancellation and Refund Policy**

A 50% refund of program fee available for cancellation received in writing at least 4 weeks prior to the program commencement date.

**Program Administration**

For enquiries on company and organization participation, please contact:  
Mr. Garrie Pang  
Program Officer, Executive Education Office, HKUST Business School  
(852) 2358 8013  
garrie.pang@ust.hk  
www.bm.ust.hk/ExecEd/open-programs/overview
Company Reply Form
Confirmation of Participation

Program*: High Potentials Leadership

5-day Consortium Program

Leading for Success

10-day Consortium Program

In order to confirm participation and reserve places in the program, please have the authorized person sign below and send this form to HKUST Business School Executive Education Office by email or fax.

We would like to confirm the participation of our company / organization. We commit to nominate and send _________*(number) applicants to the above program. Selection of participants will be done by our company / organization, based on the criteria outlined in the brochure.

* Each participating organization is expected to register a minimal of 2 participants and not more than 8 participants. To apply for both programs, please fill in separate forms.

Contact person(s) of the company / organization for matters related to the program:

Name (Dr/Mr/Ms/Miss/Mrs): ________________________________

Title: ________________________________

Company: ________________________________

Tel: ________________________________ Fax: ________________________________

Email: ________________________________

Address: ________________________________

________________________________________
Authorized Signature

________________________________________
Company Chop

Name: ________________________________

Date: ________________________________

Title: ________________________________

All information submitted will be kept confidential. Personal data will be used for the purpose of market research, program development and electronic direct mailing only.

* Please delete where inappropriate
Participant Registration Form

Program*: High Potentials Leadership 5-day Consortium Program / Leading for Success 10-day Consortium Program

Company/Organization: ____________________________________________________________

No. ___ of total ___ applicants nominated

Name (Dr/Mr/Ms/Miss/Mrs): ____________________________________________________________

(first name) (last name)

Name to be printed on certificate: ____________________________________________________

Title: ____________________________________________

Correspondence

Tel: __________________________ (mobile) __________________________ (office)

Email: __________________________ Fax: __________________________

Address: ________________________________________________________________

Industry (please tick in one of the following boxes):

☐ Accounting & Auditing ☐ Banking & Finance ☐ Business Services
☐ Education / Training ☐ Food & Beverage ☐ Government & non-profit
☐ Hotel & Catering ☐ Insurance ☐ Information Technology
☐ Manufacturing ☐ Property Agency ☐ Property Management / Security Services
☐ Science / Research & Development ☐ Telecommunications ☐ Utilities
☐ Advertising / PR / Marketing ☐ Biotechnology / Chemical ☐ Architecture / Surveying
☐ Building & Construction ☐ Consumer Goods ☐ Executive Search / Personnel Consultants
☐ Health / Beauty Care ☐ Internet / e-business ☐ Logistics / Transportation
☐ Medical Services / Pharmaceutical ☐ Retail ☐ Trading
☐ Others: __________________________________________________________

Job area(s) e.g., Marketing, Strategic Development, HR, General Management

Responsibilities in terms of human resources, budget, capital investment, and scope of business

* Please delete where inappropriate
With reference to the program curriculum, which session do you think would be most interesting and useful to you?

Please describe key challenges facing you / your unit / company at work.

Please assess your knowledge in the following areas (please circle):

<table>
<thead>
<tr>
<th>Area</th>
<th>Level</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Little</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>High</td>
</tr>
<tr>
<td>Finance</td>
<td>Little</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>High</td>
</tr>
<tr>
<td>Marketing</td>
<td>Little</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>High</td>
</tr>
<tr>
<td>Commerce &amp; IT</td>
<td>Little</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>High</td>
</tr>
<tr>
<td>Operations &amp; Production</td>
<td>Little</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>High</td>
</tr>
<tr>
<td>General Management</td>
<td>Little</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>High</td>
</tr>
<tr>
<td>Strategy Formulation</td>
<td>Little</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>High</td>
</tr>
</tbody>
</table>

Total number of years of working experience: _______________________________________

Number of years of service at the current company:

<table>
<thead>
<tr>
<th>Position</th>
<th>Organization</th>
<th>Period (list most recent ones)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How many subordinates do you have within your department / unit? ____________________

How many of them directly report to / line-managed by you? _________________________

Education qualifications (degree / diploma based):

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Program Name</th>
<th>Year Received</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Name: ____________________________ Date: ____________________________

This is a preliminary registration form. It will be used to select applicants in consideration for a better class mix, especially if registration exceeds allowed class size. Once registration is confirmed, our program team will follow up with your company/organization and engage participants in preparation for the program.