



Advanced Professional Qualification (APQ) in Global Business Leadership and International Relations

WASHINGTON DC (USA), 12 – 18 NOVEMBER 2017

(As at 24 Aug 2017, Subject to Change, Dates include travelling time. Actual Programme is from 13 to 17 November 2017. Pre-learning workshops will be conducted in Singapore on 6, 13, 20 & 27 Oct 2017)

Programme Overview

Pre-Learning Workshop 1: Develop Competency and Capability for Business Growth

This workshop addresses the knowledge and skills to develop and implement an in-house competency framework for business growth. It includes identifying the objectives and scope, conducting research, developing, validating, implementing and reviewing the framework.

Pre-Learning Workshop 2: Managing Stakeholders for Organisational Excellence and Business Growth

This workshop addresses the skills and knowledge required to manage various internal and external stakeholders. It covers relevant topics such as: How to establish provider requirements and standards; How to engage appropriate providers; and How to manage transition and contract implementation.

Small Business in the Big World

This course examines the political economy of international business: Market access, non-market strategy, and the means by which companies seek to contend with barriers to trade. The aim of this course is to help enterprise leaders (especially from the Small and Medium Enterprises) with the political and legal challenges of doing business in the global economy. Today, companies increasingly rely on non-market strategies to help shape the playing field on which they compete. The aim of this course is to examine how these non-market strategies interact with the market strategies in a global economy that is strongly influenced by the “visible hand” of governments and populated with overlapping international institutions.

International Business Management

This course will introduce participants to the most important topics related to managing successfully in an international environment: Global commerce, market strategy, and effective tools to assist managers in “going global.” As enterprise leaders look to foreign markets, and anticipate competition domestically, this course will examine the logic of outsourcing, offshoring, and creating international supply chains.

Doing Business in the Developing World

The course focuses on strategies for selling goods and services in emerging markets; designing market and non-market strategy for poor countries. This course looks at the special challenges of selling goods and services in poor countries, and the unique opportunities for tapping unmet demand in these markets.

Global Supply Chain

This course covers how to evaluate the need for, and form of, global supply chains; strategies for mitigating risk in sourcing across global supply chains. This is a “how to” course for enterprise leaders thinking about sourcing from abroad and building brand reputation in foreign markets. Case studies will be used throughout.

Emergence of the e-Commerce Giants

In this session, we will focus on the development and impact of e-commerce on global business. Not only have e-Commerce giants like Amazon changed the global marketplace, but the emergence of e-commerce has also changed the operations of businesses world-wide. This session will explore how businesses must adapt to stay relevant and compete in the e-Commerce market.

Business Leadership & the New Millennial Workforce

This course covers topics including practices for leading heterogeneous workforces in a global economy. The course teaches enterprise leaders the basics of leadership; organisational management; and strategies for employee retention in a competitive local, regional and global market. Given changing workforce demographics, a special focus will be placed on leading and managing millennials.

Site Visit Locations (Subject to Change)

Through Georgetown University’s distinguished faculty and alumni network, participants interface directly with senior leaders at prominent business, government and cultural institutions. As part of the GU APQ 2017 – Washington DC, and to support the content delivered in the classroom, participants will visit the organisations listed below.

World Bank

The World Bank is an international financial institution that provides loans to developing countries for capital programs. It comprises two institutions: the International Bank for Reconstruction and Development (IBRD), and the International Development Association (IDA). The World Bank is a component of the World Bank Group, which is part of the United Nations system. The World Bank's official goal is the reduction of poverty. However, according to its Articles of Agreement, all its decisions must be guided by a commitment to the promotion of foreign investment and international trade and to the facilitation of Capital investment. The International Finance Corporation (IFC) is an international financial institution that offers investment, advisory, and asset management services to encourage private sector development in developing countries. The IFC is a member of the World Bank Group and is headquartered in Washington, D.C., United States.

The Office of the Comptroller of the Currency

The Office of the Comptroller of the Currency charters, regulates, and supervises all national banks and federal savings associations as well as federal branches and agencies of foreign banks. The OCC is an independent bureau of the U.S. Department of the Treasury. It conducts oversight and monitoring to ensure that banks are safe, fair to customers, and compliant with the law. The OCC also investigates and

prosecutes instances of misconduct in the banking industry. The Comptroller of the Currency is appointed by the President, and Thomas J. Curry currently serves in this role.

International Monetary Fund

The International Monetary Fund focuses on international trade issues and each member country's balance of payments. Its goal is to promote stability and economic development. The IMF makes loans, called Facilities, and conducts Country Surveillance. The IMF holds three meetings per year with each member's central bank and its finance ministry. The IMF is currently urging each region –Asia, Europe, Latin America and Africa -- to develop mutual support funds and systems to solve regional balance of payments issues and to develop consistent financial openness. The Fund's currency is the Special Drawing Right, which a weighted average of the U.S. dollar, the Euro, the Japanese Yen, and the British Pound.

The U.S. Small Business Administration (SBA)

SBA was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. We recognize that small business is critical to our economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace. Although SBA has grown and evolved in the years since it was established in 1953, the bottom line mission remains the same. The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam.

Amazon Fulfillment Center

Amazon has seen unprecedented success as an e-Commerce giant. This year alone, Amazon expects to create more than 40,000 full-time jobs. The Amazon U.S. fulfillment network consists of more than 50 fulfillment centers, over 20 sortation centers and more than 90,000 full-time employees.

Washington DC Daily Schedule (Subject to Change)

HCS Washington D.C. Module					
	Monday, November 13	Tuesday, November 14	Wednesday, November 15	Thursday, November 16	Friday, November 17
Class Location	Hariri - MSB	Hariri - MSB	Hariri - MSB	Hariri - MSB	Hariri - MSB
Morning Session I	Welcome and Program Launch Small Business in the Big World	International Business Management	Global Supply Chain	Global Supply Chain	DC Tour Day
BREAK	BREAK	BREAK	BREAK	BREAK	
Morning Session II	Small Business in the Big World	International Business Management	The Emergence of e-Commerce Giants	Business Leadership & the New Millennial Workforce	
LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	
Afternoon Session I	Site Visit	Doing Business in the Developing World	Site Visit	Business Leadership & the New Millennial Workforce	
BREAK		BREAK		BREAK	
Afternoon Session II		Doing Business in the Developing World		Program Wrap-Up & Ceremony	

Testimonials (APQ 2015 Graduates)

“...invaluable opportunity to study in a prestigious university from great professors. I was most impressed by the discussions on globalisation...”

– Mr Eng Son Yam

Director, Wan Chung Construction (Singapore) Pte Ltd

“I feel that this course is extremely useful for entrepreneurs or business managers who wish to expand their enterprises abroad. For entrepreneurs yet to develop foreign markets, this course will prepare, and widen their horizons with the depth of the global perspectives imparted to enter the international market in the future. The professors’ deliveries are based on solid theoretical foundations and rich practical experience, coupled with current information. Lessons are also lively and engaging, with many opportunities for interesting discussions. I learned much more than I expected.

In the process of developing foreign markets, it is imperative to understand the market’s culture, traditions, mentality and various nuances of expressions. I learned it is not wise to judge based on our own background and experiences. I was also impressed by their methods of evaluating staff performance, which is crucial. It is necessary to provide staff with more resources when preparing them for larger roles;

however staff should not have so much resource as to render them unable to innovate and find creative solutions. American companies are characterised by their great emphasis on innovation and branding, I think their competitive strategies and mindset is something Singapore entrepreneur can learn from.”

– Dr Dora Hoan Beng Mui

Founder and Co-Chairman, Best World International Ltd

“Engaging, insightful and thought provoking, the course is actually “more relevant than ever” and will alter how you think about global business and international relations. There is a good combination of the theory and practice and topics covered were in-depth. The course is well organised and trainers were very knowledgeable, well-prepared with lots of practical examples.”

– Neo Kah Kiat

Founder, Chairman and CEO Neo Group Limited

“The delivery of lesson content was really practical - an apparently dry concept was broken down and made accessible through specially designed class activities. For example, professors used practical instances to demonstrate what is negotiation and its strategies. On top of imparting knowledge of business management and development, the professors have also inspired us to see the world from a wide universal perspective, so that we do not approach challenges with a narrow vision.

This journey has been a once-in-a-lifetime experience for me. The trip to Washington goes beyond mere classroom learning. Outside class, we had the opportunity to also know American culture and values; to interact and exchange ideas and experiences with course mates and other like-minded Chinese businessmen and women on a deeper level.

What I have gained from this trip surpasses my expectations. The benefits have come timely as my company is in the midst of undergoing reforms. At the start I was hesitant and feeling lost when business consultants proposed changes to our reform project, but empowered now with my new-found knowledge, I feel I am able to support them. If I hadn’t enrolled for this course, I might have been doubtful about reforming the company.

Western management principles tend to emphasise on robust methods, techniques, measurement and evaluation, over theories and ideologies. In contrast, Chinese or Asian businesses tend to make decisions based on gut and emotions, if a decision is even made at all. After this course, I understand why our government goes to great lengths to support SMEs in upgrading their skills, to empower these organisations to adapt in the ever-changing business landscape.”

– Madam Ang Soo Buay

Managing Director Superskill Graphics Pte Ltd

“This course has left a profound impression upon me. I learned the terms “high-context” and “low-context” from Professor Heino. Prof Arthur Dong has used Walmart’s case study to impart the essence of staying competitive: we learnt how large enterprises like Walmart capitalised on their fundamental advantages to strengthen the organization. Daily walks to the campus after breakfast brought me memories of my school years, which was wonderful! The professors were very earnest in their lesson deliveries. This was generally an excellent experience.”

– Mr Andy Hoon Kee Kiong

Director Kim San Leng (Bukit Panjang) Pte Ltd

“The learning journey at Georgetown University (GU) has given me exposure to the organisation, facilities and people of the university –all of which are much better and more professional than I have imagined. I was most impressed by the Talent Management course. It is well known that SMEs faced with Human Resource Management issues, and I am always thinking of how to retain talent in my company. I will be applying what I have learnt in the course to my company.”

– Madam Ong Chew Yong

Director Golden Bridge Foods Manufacturing Pte Ltd