

BCA-SMU-SSG
ADVANCED MANAGEMENT PROGRAMME
ON PRODUCTIVITY AND
LEADERSHIP DEVELOPMENT



2017
INTAKE
07

Singapore Management University (SMU)

A premier university in Asia, the Singapore Management University (SMU) is internationally recognised for its world class research and distinguished teaching. Established in 2000, SMU's mission is to generate leading edge research with global impact and produce broad-based, creative and entrepreneurial leaders for the knowledge-based economy. It is known to be a pioneer for its interactive and technologically-enabled pedagogy of seminar-style teaching in small class sizes which remains its unique hallmark. With an emphasis on generating rigorous, high impact cross-disciplinary research that addresses Asian issues of global relevance, SMU faculty members collaborate with leading international researchers

and universities from USA, Europe, China and India, as well as with partners in the business community and public sector, through its research institutes, centres and labs. Through the Centre for Professional Studies, the university provides public and customised training for working professionals in meeting the needs of the economy. The SMU city campus is a state-of-the art facility located in the heart of downtown Singapore, fostering strategic linkages with the business and wider community. In an era of exacting global competition for skills and innovations, SMU is primed to deliver the nurturing of diverse and relevant talents in a borderless world.

BCA Academy

The BCA Academy is the education and research arm of the Building and Construction Authority, Singapore. Founded in 1984, the Academy offers a wide range of training and education programmes tailored to the needs of the building and construction industry. These programmes include programmes for professionals, management and executive personnel, and technical specialists.

In support of the national effort to transform Singapore into a green and sustainable global city, the Academy has initiated several training programmes to nurture and develop managerial

and technical capability in such niche areas as green building design and technology, renewable energy, and sustainable facility and environment management. To enable our industry leaders and practitioners to learn from the experience and knowledge of leading experts, the Academy collaborates with established tertiary institutions (such as Carnegie Mellon University, Singapore Management University, UniSIM, University College London, The University of Nottingham and Stuttgart University of Applied Sciences) to conduct degree and post-graduate degree programmes, and executive programmes.

SkillsFuture Singapore (SSG)

SkillsFuture Singapore (SSG) is a statutory board under the Ministry of Education (MOE). It will drive and coordinate the implementation of the national SkillsFuture movement, promote a culture and holistic system of lifelong learning through the pursuit of skills mastery, and strengthen the ecosystem of quality education and training in Singapore.

SSG will strengthen the adult training infrastructure by taking on all existing functions of the Committee for Private Education (CPE) and the Institute for Adult Learning (IAL) to enhance the capabilities

and professionalism of adult educators. SSG will play a key role in the quality assurance for private education institutions and adult training centres. Together with educational institutions and training partners, SSG will ensure that students and working adults have access to high quality, industry-relevant training throughout life. SSG will also bring together synergies in continuing education and training (CET) and pre-employment training (PET), so skills requirements will continue to meet the demands of different sectors of the economy.

BCA-SMU-SSG

Advanced Management Programme on Productivity and Leadership Development

A flagship programme tailored for the built environment industry.

It aims to provide participants with a broader strategic vision of the business environment at a time when the industry is experiencing growing complexities and increased competitiveness. Drawing on the rich experience of industry leaders, this programme is part of BCA's Built Environment Strategic Leadership Development initiative to develop a quality workforce which would anchor and advance the built environment industry. It also cultivates a platform to exchange ideas and visions among diverse players from the industry. While it facilitates an understanding of the complex market and process-oriented issues that drives the industry, the programme also prepares senior executives to be dynamic leaders;

building sustainable competitive advantages of individual firms along the value chain of the building industry. To further enhance each module, insights are shared by industry leader firms through industry-specific case-studies. Designed and facilitated by the Singapore Management University (SMU), this programme aims to elevate the way leaders manage performance excellence, business transformation and organisational growth to deliver a quality and sustainable built environment.

The programme is eligible for the SkillsFuture Study Awards. More about this award can be read on page 13.

Core Modules

DATE	MODULE	TOPIC	FACILITATOR
24 & 25 Mar 2017	1	Strategic Planning: Growth & Internationalisation	Neo Kok Beng & Roger Loo
31 Mar & 1 Apr 2017	2	Enterprise Risk Management & Crisis Management	Annie Koh & Eliza Quek
7 & 8 Apr 2017	3	Successful Business Management & Key Account Management	Maxine Teo
28 & 29 Apr 2017	4	Finance for Decision Making & Control	Adam Wong
5 May 2017	5	Legal Issues	Christopher Chuah
6 May 2017	6	Driving Change & Opportunities in Building Innovations & Productivity	Michael Podolinsky & Joseph Yau
12 & 13 May 2017	7	Managing Professional Work Relationships & Cross Cultural Management	Tan Hwee Hoon

Note: SMU/BCA reserves the right to change/modify the programme contents, dates and faculty due to any unforeseen circumstances. Commencement of modules are subjected to change in accordance to class size.

Module 1

Strategic Planning: Growth & Internationalisation

FEATURED CASE STUDY



A cost consultancy & management firm in 10 countries in Asia.

As companies emerged from small to medium enterprises they faced the daunting task of growth to large and international enterprises. How do companies become industry leaders? How do they position for regional and international growth? Which international strategies should they adopt?

The companies in international markets operate in an environment of opportunities and threats in which it is necessary to develop appropriate growth and internationalisation strategies configured to compete with other firms while providing value to customers and stakeholders. This module introduces the participants on the strategic thinking and methodologies for companies to achieve their growth potentials and global expansion plans. Using local and international cases, participants will understand the various options available and apply them towards their own growth plan and internationalisation strategies.

TOPICS TO BE COVERED

- Strategic Approaches to Growth – Introduction to Business Model Canvas for business growth
- Strategic Approach towards Internationalisation – Introduction to Process Model of Internationalisation
- Core Competency Mapping and Analysis – An in-depth analysis of company resources and capabilities; cultural values and technology
- Value Chain Analysis
- Competitors Intelligence – Step by step approach to knowing what is competition
- Capability Building – Building a global brand
- Selling and Negotiating in International Markets
- Strategic Approaches to Market Entry – Strategic alliances, acquisition and direct investment



FACILITATORS

NEO KOK BENG

Co-Founder, President & CEO, AWAK Technologies

Neo Kok Beng is the President and CEO of AWAK Technologies. AWAK is developing the platform technology for sorbent-based dialysis generation and the first world peritoneal-based automated wearable artificial kidney. The company is the 2011 finalist of the Wall Street Journal's Asia Innovation Award, the 2011 IES Engineering Achievement Award, and 2010 winner of the US Department of Veterans Affairs Innovation Initiative.

Prior to founding AWAK Technologies, he founded e-healthcare, information security, telematics / infocomm system. These various innovation-driven companies showcase his entrepreneurial dynamism and spirit of adventures. He focuses on the internationalisation of business covering global strategy, strategic alliances, technology licensing and markets access.

ROGER LOO

Executive Director, Management Consulting, BDO Consultants Pte Ltd

With over ten years of experience in both the business intelligence and consultancy industries, Roger Loo has a proven track record in areas that include market intelligence and research, feasibility studies, strategy consulting, internationalisation and performance management. His regional experience includes market developments and penetrations in matured markets such as Singapore and Hong Kong; product development and market entry strategies into emerging markets such as Greater China, Vietnam and India.

Prior to joining BDO, Roger has served as the Associate Director, Greater China for The Asian Banker – specialising in banking and financial business intelligence and research for the banking communities in the Middle East, Asia and Oceania. Roger spearheaded offices in Shanghai and Beijing, while managing regional contacts in Hong Kong and Taiwan.

Module 2 Enterprise Risk Management & Crisis Management

FEATURED CASE STUDY



TIONG SENG CONTRACTORS (PTE) LTD

A leading builder in building construction, civil and mechanical engineering work in the Asia Pacific.

ENTERPRISE RISK MANAGEMENT

Every business opportunity comes with a corresponding risk. This module will provide participants with an overview of Risk Management at the enterprise level and help them to better assess the various risks involved in business considerations, so that they can make informed decisions. The module will examine the critical elements that make up a risk diagnostic and include discussion on strategic risks, financial risks, operational risks and reputational risks through class exercises and case study. Participants will also be equipped with crisis management skills to prepare them in dealing with tough situations effectively.

Topics include:

- Know Your Bets (Types, Measurement, Management)
- Risk Types/ Risks Drivers
- Management Risks

CRISIS MANAGEMENT

In this session, we aim to build participants' skills in crisis management through highly interactive simulated exercises and case examples.

Participants will be able to:

- Develop strategies to anticipate and prevent crises from occurring
- Deal effectively with crises as and when they do occur
- Implement contingency plans to cope
- Institute recovery measures to re-build image, reputation and regain the confidence of key stakeholders



FACILITATORS

ANNIE KOH

Vice President, Office of Business Development /
Academic Director, Centre for Professional Studies, SMU

Annie Koh is Vice President for Office of Business Development at the Singapore Management University (SMU). A Professor of Finance, Annie also holds the position of Academic Director of the Financial Training Institute (FTI), Centre for Professional Studies (CPS), International Trading Institute (ITI) and Business Families Institute (BFI) at SMU. Her previous portfolio includes positions as Associate Dean, Lee Kong Chian School of Business and Dean, Office of Executive & Professional Education. She received her PhD in international Finance from New York University (Stern School of Business) in 1988 where she was a Fulbright scholar.

A frequently sought after conference speaker at the World Economic Forum, panel moderator and expert commentator, Annie's research interests are in Family Office and Family Business Research, Investor Behaviour, Alternative Investments, and Enterprise Risk Management. She has extensive experience in consulting and executive education for the corporate and public sectors, training professionals in leadership, management, directorship, private banking and wealth management. Her appointment as a member of SkillsFuture HR Sectoral Tripartite Committee, HR Certification Taskforce and Skills Development Council, is testament to her strong linkages to businesses and industry.

ELIZA QUEK

Director, Terrific Mentors International

Eliza Quek is an international HR and Organisation Development Consultant. She has extensive international training experience in enhancing leadership competencies in the areas of strategic management, building high performing teams, performance management, creative problem solving and innovation, change management, coaching and mentoring staff. Her clients range from creative entrepreneurs, SMEs through to multinational companies and governments. Eliza earned her M.A in Manpower Studies from Birkbeck College, University of London.

Module 3

Successful Business Management & Key Account Management

FEATURED CASE STUDY



Lend Lease

LEND LEASE

A leading project management & construction firm, offering construction, project, design & procurement management in several sectors.



Successful business management and key account management are critical skills not just to sales people but to everyone in an organisation. In today's business world, every staff in a company has to manage different stakeholders, from internal bosses and co-workers to external clients. It has become one of the most important changes in relationship management that has emerged in the past 20 years.

This module will provide you with the latest approaches in managing businesses, key accounts as well as stakeholders using simple and powerful methods and frameworks.

Participants will be able to:

- Gain greater confidence in communicating with internal and external customers
- Achieve improved business relationships through more effective ways of communication using a psychometric tool, True Colours™
- Recognise how your feelings can affect your attitude which in turn affects your management style
- Read clues and cues quickly and accurately to apply the appropriate response in a business setting
- Use powerful client management frameworks to identify key clients and manage them strategically

FACILITATOR

MAXINE TEO

Principal, Max Academy

Maxine Teo is a tri-lingual corporate trainer, facilitator and speaker with a passion for colourfully impacting and inspiring lives™. With over 20 years of training experience working with diverse teams across Asia, Maxine has a knack of turning complicated concepts into practical applications. She is one of the most prolific trainers in Asia, having successfully completed more than 1000 days of trainings over 30 cities around the world.

Her clients have benefitted from her cross-industry insights and sharing of best practices. Coming from many years of working in the financial services industry, Maxine shares her experience and knowledge in Relationship Management topics like Effective Communication, Key Account Management, Cross Cultural Awareness, Managing Virtual teams, Business Etiquette, Advisory Sales (B2B & B2C), Negotiation Skills, Presentation Skills, Time and Stress Management and Customer Service Excellence. The skills she imparts are especially applicable to service and relationship-based industries like finance and banking, insurance, real estate and retail.

What further sets Maxine apart from most trainers in the industry is her ability to connect with her audience instantly with her authenticity and personal energetic style!

Module 4

Finance for Decision Making & Control

Liberalisation of global trade and investment flows has created vast business opportunities. Customer preferences and market demands are changing constantly, resulting in more intense pressure for firms to reinvent and grow.

FEATURED CASE STUDY



ASCENDAS PTE LTD

A leader in providing business space solutions. Flagship projects include the Singapore Science Park, International Tech Park Bangalore and Dalian Ascendas IT Park.

One of the keys to successful growth is prudent financial management. Often firms fail not because it has no business. On the contrary, many firms failed because they grew too fast without adequate financial support.

In this module, Mr Adam Wong, a seasoned banker, entrepreneur and consultant, will share with participants key issues in financing and cash management.

Participants will

- Learn necessary financial tools to make sound investment decisions
- Determine the cost of capital for various investment projects
- Learn why many firms use IRR and EVA to make financial decisions
- Understand the key building blocks of cash management
- Determine the level of financing required for business growth
- Protect profit by mitigating foreign exchange risks
- Quantify the amount of credit risk a business is exposed to
- Prevent business losses by having a sound credit policy
- Gain an insight on how to determine the pulse of a firm's financial health
- Know the limits of a firm's debt capacity
- Understand the key information available from the various financial statements
- Use models to predict corporate distress
- Gain an overview of the financing packages provided by banks in Singapore
- Explore alternate sources of financing (REITS) beyond traditional bank debts
- Know the key fundamentals in successfully raising bank debts



FACILITATOR

ADAM WONG

Executive Director, Mayvest Asia Pte Ltd

Adam Wong is the Executive Director of Mayvest Asia Pte Ltd, a Senior Partner of PT Asia EduFin and a Business Domain Expert Facilitator with PI ETA Consulting Company. He is also an adjudicator of the Financial Industry Disputes Resolution Centre in Singapore and affiliated faculty member of the Singapore Management University and Singapore Institute of Management (Global Education).

Being a seasoned and well received trainer / facilitator, Adam has successfully conducted workshops for bank participants in Singapore, Indonesia, Malaysia, Vietnam, Bahrain, Shanghai, Sri Lanka and Pakistan with consistent good appraisals from participants. He is also one of the few successful developers of training programmes that are accredited under the Financial Industry Competency Standards administered by the Institute of Banking and Finance (Singapore).

Prior to his current appointments, he was a General Manager with Standard Chartered Bank (Singapore and Hong Kong), Director in American Express Bank, Head of Cash Management and Head of Trade Sales in DBS Bank, Vice President Director of a joint venture bank in Indonesia with 22 years of successful track record in Cash Management, eCommerce, Corporate Banking and Trade Finance and Small & Medium Enterprises.

Having strong strategic orientation and regional exposure in South East Asia and Hong Kong, he is credited with significantly growing global banks' SME assets by 450% over a 3-year period in Singapore and doubled the trade finance business in Hong Kong within a year. He also started a new cash management business for a leading bank in Asia and grew it to a multi-billion business annually.

Adam is a Fellow Chartered Accountant (Singapore), a Fellow Certified Public Accountant (Australia), a Certified Professional Trainer, Certified Credit Risk Management Professional, member of the Institute of Directors (Singapore) and member of the Association of Professional Trainers.

Module 5

Legal Issues

The objective of this module is to introduce the participants to an overview of disputes frequently encountered during the construction process. These disputes typically encompass payment-related claims and delays and associated consequences. The resolution of such disputes must now be considered also in the light of the built environment industry Security of Payment Act.



CONSTRUCTION PROCUREMENT PROCESS

- Tenders and award of contracts
- Problems relating to letters of intent and award of tenders
- Rules of interpretation and problems with inconsistent or ambiguous clauses

TIME AND DELAYS IN CONSTRUCTION WORK

- Commencement and completion of the work
- Extension of time and concept of prevention
- Damages for delay
- Prolongation claims and concurrent delays

PAYMENT DISPUTES

- Overview of adjudication regime under the Security of Payment Act
- Payment claims and payment responses
- Jurisdictional objections

CLAIMS AND DISPUTE RESOLUTION

- Contractor's claim strategies
- Defence strategies
- Construction litigation vs arbitration

FACILITATOR

CHRISTOPHER CHUAH

Partner and Head – Infrastructure, Construction & Engineering Practice, Wong Partnership

Christopher Chuah heads the Infrastructure, Construction & Engineering Practice and is a Partner in the China Practice of Wong Partnership. His practice encompasses front-end drafting/ advice and construction disputes, both litigation and arbitration.

Christopher graduated from the London School of Economics, is admitted to the English Bar and to the Singapore Bar, and has a Diploma in Surveying (Distinction) from the College of Estate Management, Reading, UK.

Christopher is on the Panel of Arbitrators of the Singapore International Arbitration Centre and Kuala Lumpur Regional Centre for Arbitration; a legal advisor to the Singapore Contractors Association Limited, a Fellow of the Singapore Institute of Arbitrators, Chartered Institute of Arbitrators and the Chartered Institute of Building (CIOB); an accredited Adjudicator under the built environment industry.

Module 6

Driving Change & Opportunities in Building Innovations & Productivity

FEATURED BUILDING TECHNOLOGY

VIRTUAL DESIGN & CONSTRUCTION (VDC)

This session aims to highlight how VDC can be applied in projects to improve productivity and precision.

DRIVING CHANGE

Change used to be deliberated, planned and executed but in today's turbulent environment, change is a constant for maintaining the sustainability and profitability of organisations. Making it happen effectively however, requires the competence of the leader and cooperation of staff. During the half day session, you will gain an understanding on the nature of change and why people resist change. You will also learn about what change management involves and how you can "PROFIT" from it. Practical examples will also be shared. For instance, what and how others have changed and done differently to eliminate building waste and propel productivity.

Your key takeaways will be:

- Understanding the importance for change
- Introduction to the change management process
- Key considerations in change management
- Overcoming resistance to change
- Leading change as a positive force in your team



FACILITATORS

MICHAEL PODOLINSKY

CEO, Podolinsky International

Michael Podolinsky, CSP, Global Speaking Fellow is Asia's Productivity Guru. He is the author of 15 books and has been a speaker, trainer and facilitator for 32 years, 27 years in Asia Pacific. Michael devoted his life to studying productivity and human psychology. Over 11 million people benefit from his expertise on 6 continents in 33 countries. Michael's McGraw Hill Productivity Series endorsed by billionaires includes 'Productivity: Managing, Motivating, Maximising Teams in Asia' and 'Productivity: Winning In Life'. Since 1981, he helped individuals, teams and organisations improve productivity including IBM India, South Africa & Malaysia, Microsoft, HP, Singapore Navy, US Marine Corps, PMO, Temasek Holdings, GE Healthcare. Michael worked in construction in his youth and has spoken for and trained the Minnesota Contractors Association, Heidelberg Cement Asia, Brunei Cement, Minnesota Concrete Block Manufacturers Association, World of Concrete (Las Vegas), FABCON (pre-stressed concrete manufacturer in USA) and Davey Water Products. Out of 15,000 speakers worldwide, he was awarded CSP (Certified Speaking Professional) based upon a 5-year analysis of Return On Investment for clients, platform excellence and business ethics. Of the 680 CSPs in the world, he is one of only 24 globally awarded CSPGlobal for his international work, reputation and spirit of giving to the profession and industry.

JOSEPH YAU

Managing Director, DPR Asia Pacific

Joseph Yau leads DPR's operations in the Asia Pacific Region. Carrying strong client-focused relationships with local partners in the APAC Region, DPR offers project management services, and consulting services on technically-challenging projects, applying the newest collaborative techniques, innovative technologies, and construction methods. In strategic collaboration with clients, DPR reproduces the innovations from its breadth of projects, and implements those advancements globally to achieve paradigm-changing project results. Fortune has ranked DPR #10 on the List of Best Companies to Work For in 2014. Joseph was a founding leader of DPR's Innovation Team, recognised in Engineering News Record's (ENR) Top 20 Professionals Under 40, and has managed large projects in the Silicon Valley for 13 years, leading successful project teams working with clients such as Apple, VMware, Sutter Health, the Palo Alto Medical Foundation, Genentech, and Roche. Joseph builds and leads teams to foster a collaborative working dynamic amongst the construction, design, regulatory, and owner teams. Having large-project VDC and Integrated Project Delivery (IPD) leadership experience, he is an industry leader in design management, target value design (TVD), BIM coordination processes, and LEAN project delivery methods. Joseph holds a MSc degree in Construction Engineering & Management from Stanford University, and a BSc degree in Civil & Environmental Engineering from the University of California, Berkeley.

Module 7

Managing Professional Work Relationships & Cross Cultural Management

FEATURED CASE STUDY



BOUSTEAD PROJECTS PTE LTD

A front-runner in developing industrial real estate solutions in Singapore; with core engineering expertise in designing, building & developing industrial facilities.

MANAGING PROFESSIONAL WORK RELATIONSHIPS

Workplace relationships are complex. In this changing economy, working with and alongside colleagues of vastly different needs and background means that the traditional styles of management and leadership are no longer effective. The human touch takes an added importance as this engagement of colleagues becomes the main leverage in how work gets done.

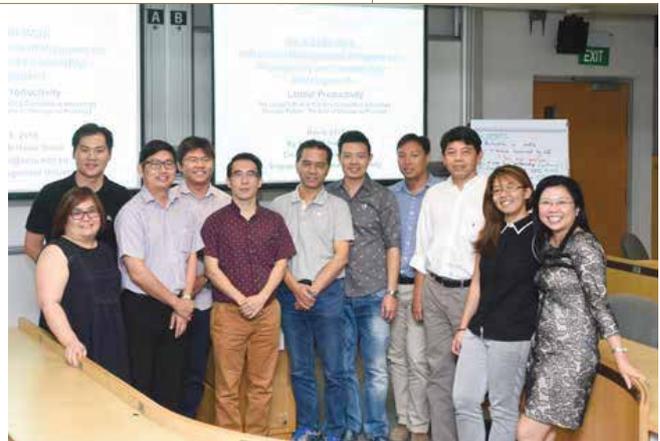
The first step to more effectively manage relationships and leverage engagement from others, involves understanding and managing oneself. In doing so, one would be able to adjust one's behaviour in relation to others (such as supervisors, peers and subordinates), leading to effective management of others as well.

- Managing Oneself – Self Awareness and Self Regulation
 - The nature of perception, and how perception affects behaviour, human relations and performance
 - Attribution processes and biases
 - Personality profiles – How personality affects behaviour as well as perception and attitudes
 - Emotional intelligence and human relations
- Managing Others
 - Emotional intelligence revisited – Showing empathy and gaining trust
 - Persuasion – creating loyalty, improving outcomes and building strong relationships
 - Bosses, peers and subordinates – different strokes for different folks

CROSS CULTURAL MANAGEMENT

We will examine issues related to working in a cross-cultural environment, and in particular, managing in a cross-cultural context. What should one do to enhance one's cross-cultural management sensitivity and to work harmoniously with co-workers and stakeholders from different cultures and nationalities?

Through experiential exercises, we will work with participants on what it is like being in a different culture and having to interact with people from a culture that one is not familiar with. In doing so, we will highlight the need to adopt sophisticated stereotyping to enable us to better work with others. Further, we will introduce skills and competencies required to function in a cross-cultural environment. A case study will be used to explore management issues such as leadership, motivation in a cross cultural environment.



FACILITATOR

TAN HWEE HOON

Associate Professor of OB & HR, Singapore Management University

Having earned her PhD in Management from the Krannert School, Purdue University in December 1996, Tan Hwee Hoon taught at the School of Business at the National University of Singapore from 1990 to 2005 and was the Head of the Department at NUS between 2004 to 2005. Tan Hwee Hoon has been with the Lee Kong Chian School of Business, SMU since December 2005.

Her research interests are in the areas of interpersonal trust, cross cultural awareness and emotional management at the workplace. Hwee Hoon was also the Asia-Pacific Editor of the Journal of World Business from 2000 to 2004, having articles published in many international journals, including the Academy of Management Journal, Strategic Management Journal, Journal of Applied Psychology, Human Relations.

Hwee Hoon is actively involved in Executive and Professional Teaching, both in English and Chinese; and has trained for major organisations in Singapore and China – such as the Monetary Authority of Singapore, Motorola University, IMC Corp Limited, SingTel, SIA, Kerry Oils and Alcatel Asia Pacific. She also consults for organisations such as the Singapore Tourism Board, IE Singapore and the Asia-Pacific Economic Cooperation.

Participants' Testimonial

"I get to meet many people from the same industry and we have really learned a lot from each other. From the assignments that we do in groups, we learn how to work as a team, teamwork is critical in the construction industry. The lecturer is really very good – we are inspired to think, to gather knowledge."

Goh Ching Leong

Project Director
Kuan Aik Hong Construction Pte Ltd

"This course is unique - it triggers our mindset to have a different kind of thinking. When we go back to our working environments, we have a new set of problem solving skills. It has shortened my learning curve as I'm able to tap on the experience of some of the top brains in the industry. In terms of technical knowledge, we're there, because of our years of experience and training through universities. However, we're dealing with a younger generation with a different way of handling information and communications. It's a whole new ball game and what I've learnt here in people management is going to make a difference."

Eric Ng

Senior Project Manager
KTC Civil Engineering & Construction Pte Ltd

"A good all-round programme with a lot of learning points."

Olof Thoren

Project Director
Gammon Pte Ltd

"Even at an early stage of this course, I came to realise that the biggest theme is really about people, whether it is about learning from each other here or how to develop our own people. Even management issues like leadership, how to manage changes, still boils down to people - how you manage them to push through the changes. The value lies not just in the system, but in learning how to develop the system to get the people to buy in. That's the key takeaway."

Chen Wei Kean

Executive Engineer
Wee Guan Construction Pte Ltd

"We can relate the things that we learn here to our work experiences. The case studies are very relevant and helpful, take today's case study for example – coincidentally, I'm working out KPIs for my staff, Through the discussions, I learnt the key points on what are the things to look out for in formulating KPIs. This course touches on many topics that top management is concerned about. It is also relevant to equip younger managers to move up the management hierarchy."

Siau Kim Boon

Senior Project Manager
Straits Construction Singapore Pte Ltd

"It has widen my knowledge on some of the readily available management tools that may be applicable in the property development sector."

Lai Kok Heng

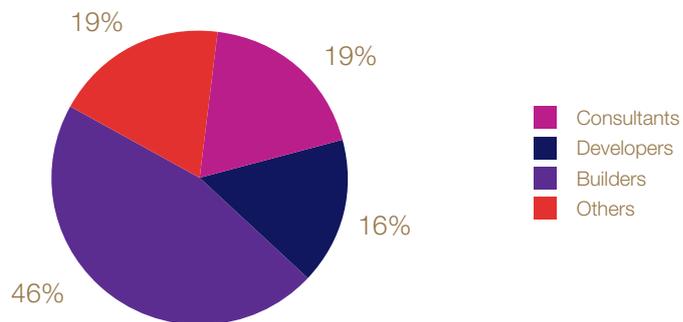
Manager
City Developments Limited

Participants' Profile

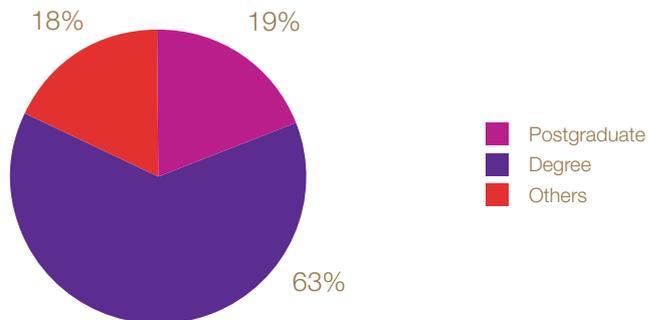
Participants included Senior Management, Managers and Managing Directors

Since 2008, we have trained 132 participants. The class profile of the last 2 intakes (2013 & 2015) are as follows:

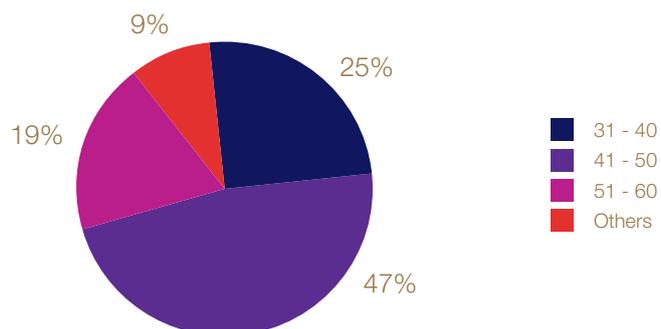
BUSINESS TYPES



QUALIFICATION LEVELS



AGE GROUPS



Registration Form

INSTRUCTIONS

1. Please write clearly in **BLOCK LETTERS**. Complete all sections and indicate 'NA' for items not applicable.
2. False particulars or intentional withholding of information will disqualify the application, or if already awarded, terminate the course fee subsidy.

PART ONE

NAME OF APPLICANT (MS. / MRS. / MR. / DR.) PLEASE UNDERLINE SURNAME

NAME ON CLASS BADGE

NRIC / PASSPORT NO OF APPLICANT

NATIONALITY

DATE OF BIRTH (DD / MM / YYYY)

DESIGNATION

HIGHEST QUALIFICATION

NAME OF COMPANY

LATEST ANNUAL SALES TURNOVER

ADDRESS

TEL NO & MOBILE NO

FAX NO

EMAIL

COMPANY WEBSITE

COMPANY / SELF SPONSORSHIP

COMPANY SPONSORSHIP SELF SPONSORSHIP: USING SKILLSFUTURE CREDIT? YES NO

COMPANY CONTACT (PLEASE SKIP THIS PART IF YOU ARE SELF SPONSORED)

CONTACT PERSON NAME

CONTACT PERSON DESIGNATION

TEL NO

EMAIL

BUSINESS TYPE

BUILDER CONSULTANT DEVELOPER GOVERNMENT / STATUTORY BOARD

OTHERS (please specify) _____

PART TWO – DECLARATION BY APPLICANT

I declare that:

The facts stated in this form are true and correct to the best of my knowledge and that I have not withheld / distorted any material facts. I understand that if I obtain the grant by false or misleading statements, the grant may be withdrawn and recovered immediately from me any amount of the course subsidy that may have been disbursed.

SIGNATURE

NAME

DATE

DESIGNATION

PART THREE – MODULE SELECTION AND IMPORTANT NOTES

Registering for **CORE MODULES**: (Please tick the most appropriate box or boxes)

- | | | | |
|--|--|---|--|
| <input type="checkbox"/> ALL MODULES | <input type="checkbox"/> MODULE 1
24 & 25 MARCH 17 | <input type="checkbox"/> MODULE 2
31 MARCH & 1 APRIL 17 | <input type="checkbox"/> MODULE 3
7 & 8 APRIL 17 |
| <input type="checkbox"/> MODULE 4
28 & 29 APRIL 17 | <input type="checkbox"/> MODULE 5
5 MAY 17 | <input type="checkbox"/> MODULE 6
6 MAY 17 | <input type="checkbox"/> MODULE 7
12 & 13 MAY 17 |

Kindly note that the funding from SkillsFuture Singapore (SSG) is only applicable if applicants sign up for all seven modules and meet the following conditions:

- a) Applicant must be a Singapore Citizen or Singapore Permanent Resident and should currently be in senior management / senior executive positions, in the built environment and related industry and had held such positions for at least 3 years.
- b) Applicant must achieve at least 75% class attendance for the programme.
- c) Applicant must participate in all surveys as required by SSG and BCA before, during and after the completion of the programme.
- d) Applicant must inform BCA promptly whenever there is a change in their personal or employment status / details including job scope, career progression, salary, job performance records and course grades whenever applicable.
- e) Applicant must serve a Minimum Service Period (MSP) of 12 months within the built environment industry upon successful completion of the programme.
- f) Applicant must undertake an organisation-based productivity improvement project which leads to quantifiable productivity gains in his/ her organisation.
- g) Applicant must submit 2 project reports based on the timeline below:
 - 4 months after successful completion of the programme: organisation-based project report endorsed by the management of applicant's organisation for implementation;
 - 10 months after successful completion of the programme: project completion report with quantifiable productivity gains endorsed by the organisation.
- h) In the event that a recipient of the funding changes employer during the course of study or during MSP, the recipient must notify BCA Academy in writing within 1 week upon commencement of their new employment.
- i) In the event of unsuccessful completion of the BCA-SMU-SSG Advanced Management Programme on Productivity and Leadership Development, or non-fulfilment of Items (b), (c), (e), (f) and (g) under this section, BCA shall recover the amount of the funding provided to the Applicant.

Programme fee for each two-day module is **SGD 2,354** (including GST) and one-day module is **SGD 1,177** (including GST) and for the core 12-day programme after the funding is **SGD 6,840** (including GST).

Upon acceptance into the programme, an invoice will be provided for course fee payment. Please note that programme fee has to be paid at least 1 month before the programme commencement date.

How did you know about this programme?

- DIRECT MAILER EMAIL BCA ACADEMY WEBSITE SMU WEBSITE RECOMMENDED BY OTHERS

Important Notes

PROGRAMME STRUCTURE AND FEE

The programme fee for the core 12-day programme is SGD 12,840 (incl. 7% GST) per person. The BCA-SMU-SSG Advanced Management Programme on Productivity & Leadership Development Certificate will be presented to participants who have successfully completed the 12-day programme. Participants who prefer a more targeted and focused approach have the option of signing up for any module based on their needs. The programme fee for each 2-day module is SGD 2,354 (incl. 7% GST) and 1-day module is SGD 1,177 (incl. 7% GST) per person. programme fee includes course materials, instructors' fees, lunch and refreshments during the programme.

APPLICATION DEADLINE

10 March 2017 for the core 12-day programme or one month before commencement of each module (Applications received after application deadline will be considered on seat availability).

MEALS

Tea breaks and lunch will be provided during the training. If you have any special dietary requirements, please inform us accordingly.

VENUE

Singapore Management University

SCHEDULE

9.00am to 5.00pm per day

TRANSFER POLICY

Transfer requests must be received in writing. Requests received within 2 weeks prior to programme commencement date will incur a 50% (of programme fee) administrative charge.

CANCELLATION POLICY

All cancellations must be received in writing. The following charges apply for cancellation received:

- More than 30 days prior to the programme commencement: No charge
- 15-30 days prior to the programme commencement: 30% of programme fee
- 7-14 days prior to the programme commencement: 60% of programme fee
- Less than 7 days prior to the programme commencement: 100% of programme fee

CERTIFICATION

Participants who achieve at least 75% class attendance per module will be issued with the Advanced Management Programme on Productivity & Leadership Management Certificate.

FUNDING

The funding is awarded by SkillsFuture Singapore (SSG).

Eligibility for Funding

Only Singapore Citizens (SC) and Singapore Permanent Residents (SPR) are eligible. Applicants should currently be in senior management / senior executive positions, in the built environment and related industry and had held such positions for at least 3 years.

Conditions Tied to Funding

Please refer to the Programme Registration Form (page 12) or Funding Application Form for the conditions.

Availability of Funding

There are limited placements. The award of funding will be at the discretion of SSG and BCA. The funding for SC and SPR is up to 50% of the programme fee (excluding GST), e.g. SGD 6,000 per participant for eligible participants.

Programme Fee Payable

For participants who are granted the funding, the net payable programme fee is SGD 6,840 (including GST) per person.

Application Instructions

Please download the Funding Application Form from www.cps.smu.edu.sg/bca-smu-ssg-amp.

Together with the supporting documents listed below, please send the completed form to BCA Academy by 10 March 2017 (please refer to the detailed information in the Funding Application Form).

SKILLSFUTURE STUDY AWARDS

The programme is also eligible for SkillsFuture Study Award for the Built Environment Sector. The SkillsFuture Study Awards encourage Singaporeans to develop and deepen specialist skills needed by future economic growth sectors or in areas of demand such as the built environment sector. It supports Singaporeans who already have deep specialist skills to develop other competencies. Over 500 study awards are available from October 2015 for Singaporeans to apply. Successful SkillsFuture Study Awards applicants will receive a monetary award of SGD 5,000 which can be used to defray out-of-pocket expenses associated with the course that the applicant will be taking. It can also be used on top of existing Government programme fee subsidies.

To find out more about the SkillsFuture Study Award for the Built Environment Sector and to apply for the award, please visit www.skillsfuture.sg/studyawards/built-environment.

ENQUIRIES

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PROGRAMME REQUIREMENTS

Please visit www.cps.smu.edu.sg/bca-smu-ssg-amp for more information.



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