

REPORT ON 9TH GOVERNANCE, MANAGEMENT AND LEADERSHIP TRAINING (GMLT)

**"Synergizing Visibility
and Sustainability"**

MALAYSIA, OXFORD, CAMBRIDGE AND LONDON

20 JULY 2022 & 20 - 30 AUGUST 2022



IN CONJUNCTION WITH

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Foreword



PROF. DATUK TS. DR. ROZIAH MOHD JANOR

President of Malaysian Statutory
Bodies Association (PBBM) and Vice
Chancellor of Universiti Teknologi
MARA (UiTM)

This year has marked another milestone for the organizers, championed by the Accounting Research Institute and Institute of Leadership and Development of Universiti Teknologi MARA, to have the 9th Governance, Management and Leadership Training (GMLT 2022) and Strategic Leadership Roundtable (SLR 2022) in conjunction with the 5th International Conference on Governance and Strategic Management (ICGSM 2022) and 12th International Conference of Financial Criminology (ICFC 2022). Universiti Teknologi MARA has received tremendous supports from Universiti Kebangsaan Malaysia and Persatuan Badan Berkanun Malaysia as the co-organizers who have work from strength to strength to ensure the success of these series of programmes. These series of programmes are anticipated to train the participants on required competencies to independently formulate strategies that would allow them to systematically and analytically present innovative solutions and make informed decisions in their organisations. Together with strategic roundtable discussions, the participants are expected to share and learn strategic leadership and management from reputable universities practices. These programmes are also aimed to provide a platform for sharing and communicating the current practices in the area of business, management, and information technology. These would provide opportunities for the scholars and professionals to synergically create and sustain high performance in both private and public sector organisations. I have full hope that these programmes would promote better management practices in participants' organisations and eventually maintaining their organisations relevancy and sustainability in today's challenging environment.

Executive Summary

The 9th Governance, Management and Leadership Training (GMLT 2022) with the theme 'Synergizing Visibility and Sustainability' was held in conjunction with Strategic Leadership Roundtable (SLR 2022), 5th International Conference on Governance and Strategic Management (ICGSM 2022) and 12th International Conference of Financial Criminology (ICFC 2022) has successfully completed. GMLT 2022 took off on 20th July 2022 at Institute of Leadership and Development (ILD), UiTM with GMLT Module 1 and Module 2. This session was conducted in hybrid session. This programme then continue with the modules in United Kingdom starting 22-29 August. Included in modules, participants were required to attend SLR, ICGSM and ICFC programme. The participants were from the statutory bodies as well as quasi-governmental organisations including public universities in Malaysia. GMLT 2022 focused specifically on the note of leadership and management. This programme served as training avenue that should equip the participants with the required knowledge and skills needed to develop strategies methodically, professionally and analytically, which will enable them to deliver creative solutions and critically make intelligent choices for their organisations. Through relevant leading, the participants were given case discussion and exercises to be completed in group and individual. At the end of the programme, the participants have deeper understanding on key elements of direction and governance, such as: accountability, stakeholder management, transparency, leadership, social management, able to drive strategic innovation model, have better understanding of personal strengths as a strategic thinker, leader and manager and areas for further development and improve visibility from high impact opportunities and innovation of education with famous multiple universities through international matching research grants and publications. The participants also able to exchange best practises in strategic leadership and management, as well as building value-added networking for future collaborations.





20 July 2022

GMLT Module 1: Fundamentals of Strategic Leadership
GMLT Module 2: Strategic Execution: Embarking on Data Driven Culture

PRE-DEPARTURE BRIEFING & TRAINING SESSION

Institute of Leadership & Development (ILD), UiTM

GMLT 2022 started at ILD, UiTM with GMLT Module 1 and GMLT Module 2. This programmed was conducted in hybrid session. The session was introduce by Professor Dr Jamaliah Said and Professor Dr Zuraidah Mohd Sanusi as the programmed directors. Prof. Dr Zuraidah brief participants on the tentative programme that will be held in United Kingdom.

This session continue with Module 1 delivered by Dr Amat Taap Manshor, Principal Consultant AJM Academy with topic Fundamental of Strategic Leadership. He mentioned on how to be a leader that able to execute strategy successfully. A good leader also must know that anything that cannot be measure cannot be managed. Hence, it is important to have a strategy that able to produced a good result for the organisations.

After lunch, the session continue with Module 2 on a topic Strategic Execution: Embarking on Data Driven Culture. This module was delivered by Prof. Datuk Ir. Dr. Wahid bin Omar, Former Vice Chancellor, Universiti Teknologi Malaysia. In this session, he emphasized on how important to have a good data in making a decision as a leader. He also shared how he experienced some challenges a Vice Chancellor in managing the University, and how he overcome it. He believes that in contributing to any good cause, sincerity, passion and commitment are essential. Once one has set the path to attain a particular objective, one should always believe in the direction taken, guided by the true north. Lastly, he mentioned that a good leader inspire others to believe in themselves, to be brave in the decisions made, and to persevere with the uncertainties and challenges of the future.





AIRPORT ARRIVAL

Heathrow International Airport, London

The participants gathered at KLIA at approximately 6 am to check in luggage. There are two groups of flights; first group were flying with MAS and the second group were flying with Qatar. The first flight arrives at 4.35pm London time and the second group arrives at 8pm London time. The participants then were brought to Ibis London Heathrow Airport hotel for one night stay.







21 August 2022

CULTURAL DISCOVERY IN OXFORD: HERITAGE CONSERVATION IN ENGLAND

Cotswold Village and Bicester Village

Participants were brought to discover the cultural places at Cotswold Village and Bicester Village. Cotswold is designated as an Area of Outstanding Natural Beauty (AONB) in 1966. It is a rural area with beautiful building developed from yellow Jurassic Limestone. It covers six (6) part of counties, notably Gloucestershire and Oxfordshire. The prettiest Cotswold Village is the classic view of Castle Combe. Participants then were brought to Bicester Village where designer outlet shopping centre located. The centre is the second most visited location in the United Kingdom by Chinese tourists, after Buckingham Palace







22 August 2022

GMLT Module 3: Leading and Developing Effective Teams

SEMINAR ON LEADERSHIP FOR LEARNING

Saïd Business School (Park End Street), Oxford University

This seminar was moderated by Amat Taap Manshor, Principal Consultant AJM Academy. The topic focus on strategy execution. He shared that unsuccessful plan derived from lack of clarity among leaders. They failed to encourage the team and employees in organisation to see how their task contribute to the organisation's vision. Second, the plan have poor goal setting. A goal that cannot be measured, will not be managed by people. Third, leaders losing focus on priority list. They create to many strategic goals that lead to wasted energy and resources. Fourth, a leader need to understand about their people. People tend to not ready for changes however, it is crucial for leader to play their part to encourage the people on the new changes. Lastly, no resources to execute plan.

Dr Amat then introduced 3S Framework which consist of strategy (What, Why), system (How) and structure (Who) to execute the strategic plan. To conclude, a leader need to have a clear strategy, system and structure to ensure the successfulness of the strategic plan. The session then continued with panelists, Prof .Datuk Dr Mizan Hitam (UiTM), Prof. Ts. Dr Rosziati Ibrahim (UTHM) and Prof. Ts. Dr Arham Abdullah (UMK) sharing ther experience in successfully execute their strategic plan and improve the ranking of universities.





DIGITAL SKILLS FOR DEVELOPING NEW CAPABILITIES

by Prof. Dr Mike Dillon, Senior Researcher Institute of Productivity, United Kingdom

Prof. Dr Mike started his speech by introducing the history of IOP Digital skills where it lead to creation of digital toolkit to benefit analysis of achieving compliance for export starting 1993. He also shared how the IOP project contribute to the society and how IOP come out with postgraduate program. Currently, IOP engaging a diagnostic tool for fish producer and create commercial enterprise model that will increased social capital and productivity.



SEMINAR ON FOSTERING INCLUSION AND RESILIENT GROWTH IN ECONOMIC DEVELOPMENT

by Prof. Dr Humayon Dar, Director General, Cambridge Institute of Islamic Finance

Prof. Humayon Dar delivered his speech on inclusion growth in economic development. He explained that it is important to have multi racial in the team and organisation because the diversity brings another level of perspective in achieving the organisation goals. Besides that, he also mention on the diversity of gender in the organisation will bring growth to the economic development, Not to metioned, the importance of technology nowadays to ensure the growth in economic development.



ICGSM PAPER PRESENTATION-SESSION I

ICGSM Paper presentation-session 1 were held on on 22nd August 2022. This session started with 10 presentation and two (2) of them are from GMLT Presentation (Dr Samsuddin from UiTM and Assoc. Prof Dr Azilah from AKEPT). This session was moderated by Dr Dalila Daud from UiTM. Presenters presented with the findings of the research related to social entrepreneurship orientation, electoral literacy simulation among university students, AKEPT's leadership enhancement programmes towards governance transformation of public universities in Malaysia and earnings management.





23 August 2022

GMLT Module 4: Leading and Managing Organisations in a VUCA environment

5TH INTERNATIONAL CONFERENCE ON GOVERNANCE AND STRATEGIC MANAGEMENT 2022 (ICGSM)

The 5th International Conference on Governance and Strategic Management (ICGSM) 2022 is a platform for sharing and communicating the current practices within the ambit of Business, Management, Finance & Economics, and Accounting, as well as Information Science. This conference aims to create a unique opportunity for practitioners, researchers, academicians, and policymakers to collaborate within accounting and business and to come together in an interchange of knowledge and ideas. Apart from that, this conference also provides an outlet for high-quality refereed research to be published as a recognition for their achievements. The event would provide opportunities for scholars and professionals to create and sustain high performance in both private public sector organisations in the area of strategic management, financial risk management, internal control and governance. The conference was successfully held in Saïd Business School, Oxford University, United kingdom on 23rd August 2022.



Opening Speech by Prof Dr Zuraidah Mohd Sanusi, advisor of ICGSM 2022

Her speech focus on the theme of the conference, which is “Innovation and Governance for Sustainability” is centered around building up an understanding on the importance for organizations to maintain a solid practice of good governance in ensuring continuous progress. In that spirit, organizations are also called to embrace changes that is happening around, especially post Covid-19 pandemic, and coming out from the comfort zone to initiate meaningful innovation that would help us to adapt better. These two aspects, innovation and governance, are very crucial as organizations nowadays cannot afford to be complacent in status quo. In today’s business environment, corporate governance and strategic management are taking on a new meaning with the imperative stretching from individuals to institutions alongside the rising pressures on companies to open up to stakeholders by demonstrating to investors that they can build resilience to future shocks, and to society at large that they are committed to long-term, sustainable value creation economy.

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Keynote Speech by Prof. Dr Milen Baltov, Rector, Burgas Free University (BFU), Bulgaria

Prof. Dr Milen Baltov has been working at BFU since 2005. He served one term as Vice-Rector of Academic Affairs and Accreditation and two terms as Vice-Rector of Academic Affairs and Accreditation before he was appointed as a Rector by the Board of Trustees of BFU. Prof. Baltov is a prime example of the transition from business to academia. He has been the main expert and project coordinator for many years for projects in Bulgaria, Croatia, the Republic of North Macedonia, and Kazakhstan that have to do with the development of new ideas, industrial zones, and the setting up of intermediate units. During the conference, he speaks on the “Circular Economy Strategies and Policies”. The keynote stressed that now it is widely agreed that the take-make-consume and dispose (linear) model where global economies are based upon is no longer viable when taking into account population growth, resource access and scarcity. Nowadays, the shift to circular economy is regarded as more acceptable and innovative way to improve the sustainability.

A circular economy decreases material consumption, redesigns materials to be less resource intensive, and reclaims "waste" as a resource for the production of new materials and products. In a circular economy the value of products and materials is maintained for as long as possible. Prof. Baltov conclude his speech by announcing that Accounting Research Institute successfully secured ERASMUS Mobility Grant for the year 2022-2023.





Forum Session on Transformational Leadership for Navigating Change in the Post Pandemic Future: Exploring Complexities and Building Communities

The forum session was moderated by Dr Mervyn Martin, Senior Lecturer in Law from Teeside University, United Kingdom. Dr. Mervyn Martin is an expert in international economic law with a growing international prominence in the areas of the World Trade Organization, international trade dispute resolution, and the developmental dimension of international trade agreements. After receiving an LLB (Hons) from the University of London, he went on to get an LLM (Distinction) from Hull University through a Chevening Scholarship, as well as an LLD from Vrije Universiteit Brussel. Dr. Martin is also a member of the Higher Education Academy.

The panelists for the forum include a prominent scholars from India, Malaysia, Thailand and United Kingdom. Prof. Dr Suryanarayana is a s a Former Dean, Faculty of Management, Osmania University (OU) and Chairperson, Board of Studies, Department of Business Management, OU, Hyderabad. He is the recipient of the 'Best Professor in Management in HRM' Global Award from World Education Congress (2012) and Lifetime Achievement Award (2020) from Institution Innovation Council of VICAS and approved by Innovation Cell of MHRD & AICTE. and also a Certified Mentor for Management Education from the Global Management Teachers Consortium.

Meanwhile, Prof. Dr Aini Aman is a Dean of Faculty of Economic and Management, Universiti Kebangsaan Malaysia. She has been involved in teaching, research, and consulting initiatives in the fields of auditing, accounting, and business since 1993. Her PhD research included an in-depth examination of the offshore software development process in the United Kingdom, India, Bangladesh, and Malaysia while Her Post Doctoral research included collaboration with Dr. Brian Nicholson on "Risk and Control of Offshore Outsourcing of Accounting Services," a project commissioned by the Institute of Chartered Accountants in England and Wales.

The forum also received representative from King Mongkut's Institute of Technology Ladkrabang, Thailand, Assoc. Prof. Dr Sudaporn Sawmong. Assoc. Prof. Dr Sudaporn is a Dean of King Mongkut's Institute of Technology Ladkrabang Business School. She earned her Doctorate in Marketing from International University, Missouri, USA. She has a very vast experience in the area business administration, management retail, marketing and banking. She also is certified and qualified consultant for both public and private agencies.

Another panellist for the forum is Lisa Rees-O'Donnell, a Core Operation Lead for Business Undergraduate programmes, University of Bolton. Lisa specialised in CRM marketing and product launches working with Atlantic Associates (USA), Stakis PLC (national), Rank PLC (Manchester), Stanley Leisure PLC (national) and Genting PLC (Manchester). Lisa was actively involved in student recruitment marketing campaigns, focusing on widening participation, using her expertise in marketing and industry experience. Lisa has always been committed to striking a balance between her professional experience and academic knowledge.

The focus of the forum is on the Transformational Leadership for Navigating Change in the Post Pandemic Future: Exploring Complexities and Building Communities. According to Prof. Dr Suryanarayana, leadership is not one simple single dimension concept but a multidimensional concept. Good leadership require continuous collaboration between the leaders and also the followers. Leaders cannot just issue orders to the followers but also need to be there to ensure that the goals, vision and mission of the organization can be achieved. A visionary leaders can bring transformational change and paradigm shift within the organization. Leadership styles may need to adapt at a time when organisations are seeking to think of out-of-the-box solutions to navigate a post-pandemic future, when previous ways of doing business or work may no longer be applicable.

The panellist also talk on how transformational leadership within higher education can create change for the students and institutions. Assoc. Prof. Dr Sudaporn Sawmong shared the achievement of her student during his study and how as a leader we can bring change to the future of the students. Her institution highly encouraged the students to actively involved in extracurricular activities including doing a business. One of the student managed to earn more that 100 million baht by creating online education platform known as EDUGEN. EDUGEN provide various tutoring courses to students to study fully online and students also can study anywhere and anytime they want. The platform is an online preparation project for preparing students to study in Medical School, Engineering School, Communication Arts School, Language School, Business School. The learning processes were done through integrated online learning activities (Live Streaming via Zoom Meeting, Online tutoring courses, Online pre- and post test in various topics, Q&A session via Line Official Account and Personal mentor via Line Group).

In addition, Prof. Dr Aini Aman and Lisa Rees-O'Donnell, also shared how their institutions deals with outbreak of Covid-19 in 2020. The face-to-face or physical class can no longer be conducted and all the staffs were not allowed to come to the office due to Movement Control Order (MCO). Together with a strong team from the institutions, they sit together to revisit the vision, mission and structure of the organization in order to incorporate the changes due to the outbreak of the pandemic. Though it was not easy, through great commitments of the staff and she herself as a leader need to be agile to ensure that the vision and mission of the university can still eb achieved regardless of the challenges that they faced.



ICGSM PAPER PRESENTATION-SESSION II

Conference presentations session II in SBS Clubroom were held on 23rd August 2022. 20 participants from various institutions have successfully presented their research findings and received feedback from the moderator and audiences. Participants were introduced into a new way on how to write a research papers using bibliometric approach. Bibliometrics uses statistical techniques to evaluate books, journals, and other publications, particularly those with scientific content and it was frequently used in the field of library and information science. Participants also were presented with the findings of the research related to tax incentive on tax compliance, electoral literacy simulation among university students, and others. Additionally, networking and connection with international participants were established throughout the conference.



STRATEGIC LEADERSHIP ROUNDTABLE 2022 (SLR) - SESSION I

This session started with briefing by Professor Dr Zuraidah Mohd Sanusi as the programme director. The SLR session aimed to provide opportunities to share insights, work with a support network of peers and reflect on leadership styles and frameworks for life beyond the programme. This programme also serves as the bridge across various institution to exercise their strategic vision to make a meaningful impact in shaping the future direction of the higher education sector through influence and engagement. SLR provides opportunities for higher education international networking. Participants translated their aspirations into action by signing Memorandum of Understanding (MoU) and Letter of Intent (LoI) with global partners in Malaysia, Indonesia, Bangladesh, India and Bulgaria. At the same time, innovation via Digital Skills for Developing New Capabilities was also highlighted by Prof. Dr Mike Dillon, a Senior Researcher from the Institute of Productivity, United Kingdom. Networking sessions were attended by Burgas Free University, King Mongkut's Institute Of Technology, Universiti Malaysia Pahang, Universiti Tun Hussein Onn Malaysia, Universiti Pendidikan Sultan Idris, Universiti Malaysia Kelantan, Universiti Riau, Osmania university, UNITAR International University and etc.







24 August 2022

GMLT Module 5: Strategy Execution: Transforming Goals into Results

STRATEGIC LEADERSHIP ROUNDTABLE 2022 (SLR) - SESSION II

Saïd Business School (Park End Street), Oxford University

This roundtable forum will provide delegates with an opportunity to report on developments in higher education at their respective institutions. The delegates will also plan for and begin work to translate aspirations into action through the signing of MOUs with global partners in Malaysia, Indonesia, Bangladesh, United Kingdom, Bulgaria, India and Thailand. This session discussed on the formalisation of partnerships that was pitched towards promoting research excellence, increased student mobility, socio-community services and the delivery of quality academic programmes. With the aim to provide high-impact networking opportunities for leaders at higher learning institutions, participants explored the avenues for collaboration and engagement that grant the institutions they represent. Participants also shared their practices in research expansion and other supplementary novelties in developing industrial growth and shaping theoretical positions.



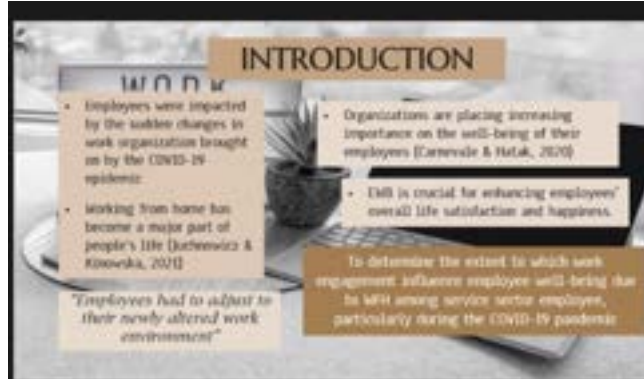


ICGSM VIRTUAL SESSION

Being the co-organiser of ICGSM 2022, the Faculty of Economics and Management, UKM together with Accounting Research Institute (ARI), UiTM take charge in handling the matters of the virtual session. The opening of the virtual session starts with the opening speech by Assoc. Prof. Dr Nor Balkish Zakaria from ARI, UiTM, the co-chairperson of ICGSM 2022. In her opening speech, Assoc. Prof. D Balkish highlights on the importance of solid practice of good governance in ensuring continuous progress and sustainability. She also point out that organizations should be versatile and agile in embracing changes that is happening around, especially post Covid-19 pandemic, and coming out from the comfort zone to initiate meaningful innovation. The opening speech also emphasises on the two important aspects of sustainability of organisations which are innovation and governance. According to Assoc. Prof. Dr Balkish, “In today’s business environment, corporate governance and strategic management are taking on a new meaning with the imperative stretching from individuals to institutions alongside the rising pressures on companies to open up to stakeholders by demonstrating to investors that they can build resilience to future shocks, and to society at large that they are committed to long-term, sustainable value creation economy”.

The agenda of the virtual ICGSM continues with the concurrent session of papers presentation. The concurrent sessions were moderated by both Dr Ahmad Monir Abdullah and Dr Wong Wai Yan from FEP, UKM for concurrent session 1 and concurrent session 2 respectively. In total, 30 papers were presented during ICGSM 2022, and one paper was selected as the best paper. The best paper was awarded to the paper entitled “Shared Service Centre Implementation Model and Action Mechanism in A Chinese State-owned Enterprise: An Actor Network Analysis” by Kun You, Zubir Azhar and Qingyu Wang from Universiti Sains Malaysia.

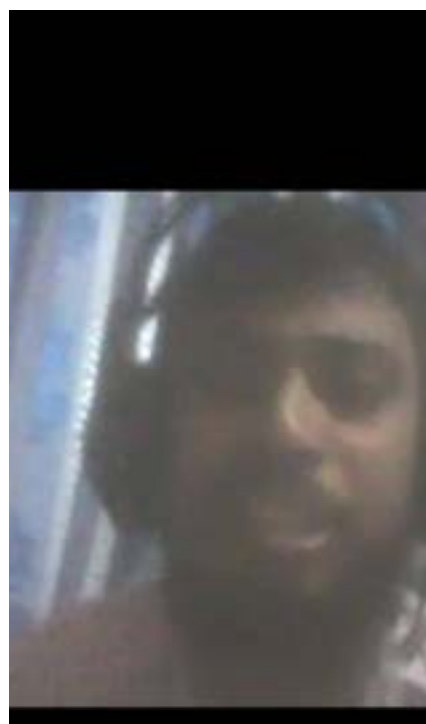
Last but not least, the virtual session for ICGSM 2022 was adjourned by the closing speech by Prof Dr Aini Aman, the Dean of Faculty of Economics and Management, UKM. Prof Aini talks on the importance of governance in achieving a sustainable economy. She also emphasised that we need a more systematic uptake and the broader diffusion of social innovations to support good governance mechanisms such as innovation policies, infrastructures, networks and different providers of governance. She concluded her closing speech by saying “we can and should reinvigorate multilateralism of innovation, governance and sustainability as we continue this onward march for a better life and a better future for our children and for mankind”. Last but not least, she ended her speech by thanking the entire organising committee for all their hard work in making this conference a success.





Shared Service Centre Implementation Model and
Action Mechanism in A Chinese State-owned
Enterprise: An Actor Network Analysis
by
Kun You, Zubir Azhar, Qingyu Wang
Universiti Sains Malaysia (USM)

ed. 24th August 2022





25 August 2022

GMLT Module 6: The Pathway for Governance and Sustainability **GMLT Module 7: Successful Strategic Planning and Implementation**

12TH INTERNATIONAL CONFERENCE ON FINANCIAL CRIMINOLOGY 2022 (ICFC)

WYNG Gardens at Trinity Hall, University of Cambridge

The WYNG Gardens at Trinity Hall, University of Cambridge, London, hosted the 12th International Conference on Financial Criminology (ICFC), successfully on 25th August 2022. This conference's mission is to raise knowledge and interest in issues linked to economics, financial criminology, and sustainable development goals. The theme for ICFC 2022 is "Attaining sustainable development goals through financial transparency" where delegates had the opportunity to advance their knowledge and expertise in forensic accounting, financial criminology, fraud investigation and many other relevant business issues. More than 70 delegates from United Kingdom, Maldives, Nigeria, Indonesia, Bangladesh and Malaysia participated in-person in this esteemed conference. The followings are the key and guest speakers and their key take-aways from this year's conference.



Keynote Speech by Tan Sri Dato' Sri Haji Azam Baki, Chief Commissioner, Malaysia Anti-Corruption Commission (MACC)

Tan Sri Dato' Sri Haji Azam Baki has addressed the keynote under the theme for this year's ICFC that was "Attaining Sustainable Development Goals through Financial Transparency". Financial crime remains pervasive and is contributing to ongoing illegal activity relating to the environment, as well as leakages in government procurement for development projects. The shady activities between the private sector and corrupt public officials are able to thrive in a condition of heavy bureaucracy and the lack of transparency in government procurement processes.



Hence, transparency needs to be embedded into all processes in the procurement cycle, from needs assessment, budget allocations, bids and open tenders, implementation of contracts and auditing. Transparency provisions are needed to enable processes and decisions to be monitored and reviewed, thus ensuring decision-makers can be held accountable for their actions and also opens public procurement to more healthy competition.

Guest Speech by Professor Rob McCusker, Transnational Crime Director, Global Risk Alliance Ltd, United Kingdom



Professor Rob McCusker was the former Director of the Centre for Fraud and Financial Crime within the School of Social Sciences, Business and Law at Teesside University. He was also the former Transnational Crime Analyst for the Australian Institute of Criminology. Professor Rob spoke on "Sustainable Development Goals and Organised Crime: Recognising and Mitigating the Impact of an Osmotic Relationship" at ICFC 2022. The global threat environment affects sustainable development goals caused by organised crime. There are five primary global risks that threaten the environment: economic risks, environmental risks, societal risks, technological risks and geopolitical risks.

Mitigation actions that can be employed to deal with the organised crime need to understand the interconnected nature of the challenge of some SDGs, which are integrated and indivisible in nature, promote shared responsibility and improve public and private dialogue. Thus, we are required to adopt a vertical thinking approach to problems rather than a lateral one.

Guest Speech by Dr Akinseye Olatokunso Aluko, senior lecturer from University of East London and Principal Consultant at Besfield Business and Management Consultant, United Kingdom

Dr Akinseye shared his research on Oil Pipeline Fraud in Nigeria. Having Nigeria as one of the major oil producing countries of the world would have been assumed to be more of a blessing to her people and the Country at large. However, the fraudulent activities within the oil and gas industry has not allowed the country to attain her Potentials as a Nation. This singular act can be related to theft and vandalism of oil within the oil sector. Different theories of fraud were also looked at due to why people commit fraud within the Nigerian Society.

Guest Speech by Dr Peter Stiernstedt, Deputy Head of the School of Human and Social Sciences; Head of Subject for Criminology, and Forensic Science; and a senior lecturer in Criminology, University of West London, United Kingdom

Dr Peter talked about “ The Private Healthcare Insurance Sector: A victim of fraud” in ICFC 2022. Healthcare spending accumulated about 0.84 per cent of the total expenditure for NHS in the UK. The types of fraud in the healthcare sector can be categorised into upcoding, unbundling, unnecessary medical intervention, misrepresentation and fraud. Policing insurance fraud is the first step to preventing fraud losses. Both the individual and organisation are responsible for fraud risk. Identifying the appropriate definition of fraud risk for the private healthcare sector is essential. The pursuit of profit objectives needs to be re-assessed to ensure that everyone understands the risks, types and implications of the fraud risk to develop the appropriate measurement of the acceptable and unacceptable fraud level.



Guest Speech by Tuan Mohammad Zamri Zainul Abidin, Director of Anti Money Laundering Division, Malaysian Anti Corruption Commission (MACC)

In ICFC 2022, he shared on “The Benefits of Good Intelligence in Achieving Successful Law Enforcement Outcomes in the Fight Against Corruption”. Fighting corruption and financial crime not only involve the role of the Law Enforcement Agency (LEA)s but it is also the responsibility of all level of societies, individuals and corporations. The crime is getting very sophisticated and involved various layering process including hiding the ultimate beneficiary ownership of the unlawful proceeds. Hence the task of the LEAs are very challenging and costly. Hence MACC has developed a list of typologies (methods and types of corruption, fraud and money laundering) to be used by financial institutions to detect and trigger a red flag and finally raised a suspicious transactions report for MACC to take action.



Forum on Governance and Accountability for SDGs: Insights on Financial Crime Compliance”

This session was moderated by Dr. Morrison Handley Schacler from Edinburgh Napier University, United Kingdom. He is a Chartered Public Finance Accountant with 7 years’ professional experience and 18 years’ lecturing experience in accounting, auditing, fraud and financial crime. In this forum, he posed the following questions to the panellists: 1. Do we see any evidence of medical fraud, corruption or counterfeiting arising from these opportunities in either developed or developing countries?; 2. Are we likely to see fraudulent schemes and corrupt or violent behaviour in relation to energy and resource markets in the near future?; 3. Are we seeing any evidence of fraud and corruption in education and academic research?; 4. What steps need to be taken to improve access to justice for all and redress for all victims of financial crime?; and 5. What sort of corporate governance arrangements are going to be needed to prevent corruption in schemes to promote urban sustainability?

The panelists for the forum include a prominent scholars from United Kingdom, Bangladesh, and Indonesia. Prof. John Blenkinsopp started his academic career here at Northumbria University (1999-2002), and subsequently held posts at Newcastle (2002-2007), Teesside (2007-2013) and Hull (2013-2016) before returning to Northumbria in 2016. He addressed the questions by explaining that Public healthcare is doing well, especially during the Covid 19 Pandemic, which provides opportunities for medical fraud. Public healthcare has a massive risk of fraud due to several incentives that create opportunities for medical fraud, corruption and counterfeiting. The energy sector is another sector with a high risk of fraud because of massive investment. In the education sector, fraud and corruption risks can happen during teaching and learning, especially involving the assessment of students' assignments where activities such as copying, and plagiarism are frequent. Corruption can also happen during the admission stage when the University focuses on increasing student numbers to gain more profit. The education sector also faces enormous pressure, creating opportunities for corruption and fraud in research and publication. Setting an acceptable level of financial wrong-doing and correct mindset is the crucial step that needs to be taken to improve access to justice for all.

Professor Dr Farid Shobani is a Visiting Professor at ARI-Universiti Teknologi MARA, Malaysia Secretary General for Federation of Bangladesh Human Resource Organizations, Dhaka Founder Chairman, Bangladesh Society for Human Resource Management, Chittagong Research Coordinator, Australian Academy of Business Leadership, Sydney and he served as Dean in Daffodil International University and International Islamic university Chittagong. According to him, the achievement of all SDGs requires good governance and accountability mitigating financial crimes at all levels. Financial crimes have always been a threat to good governance and accountability. Lack of financial crime compliance distorts the efficiency and effectiveness of corporate governance and serve as a catalyst for all types of criminal activities including corruption, fraud, drug trafficking, and terrorism. Financial crime reduces accountability, integrity and transparency, which are the core values of good governance. Regionalization approach i.e. the process of becoming more religious or religionistic in nature might have significant impact on mitigating financial crimes and corruptions as evident during the regime of Islamic Khalifa. Additionally, the attainment of SDGs needs to be revisited and retargeted due to Covid-19 effects and on-going Ukraine-Russia war.

Dr. Hendra Susanto, is a Member of the State Audit Board since 2019 till present. Previously, he was the Head of IB Auditorate at the Main Auditorate of Indonesia State Finance. He is in the opinion that corruption and financial crime should be the law enforcement priority in all jurisdictions around the

the World because it continues to destabilize global financial systems, hamper economic growth and trigger huge losses to governments, businesses and individuals. Although Indonesian authority has tried to reduce corruption and bribery and combat all forms of organized crime, criminals are able to commit their crimes with new methods by perfecting their techniques and strategies. Challenges in the future also become higher as they also increase their operational efficiency through globalization and digitalization. Financial crime has utilized the rapid progression of digital technology combined with deceiving and sophisticated social engineering schemes. While Indonesian authority is still concerned with the traditional bribery, corruption and money laundering, the fraudsters now use the illicit use of cryptocurrencies, virtual assets, business fraud and malicious software attacks to expediate their crime.



ICFC Presentation Session

The in-person presenters were proudly presented their research outcome in the esteemed conference in front the evaluators, Professor Rob McCusker and Dr Akinseye Olatokunso Aluko. All the presenters were happy to received feedbacks on their presentation from the two international evaluators.



Closing Session by Prof Datuk Ts Dr Roziah Janor, Vice Chancellor of Universiti Teknologi MARA (UiTM)

Prof Datuk Ts Dr Roziah Janor delivered her closing speech by highlighting the important role of annual ICFC to offer a platform for deliberating on the growing controversy surrounding economic crimes like money laundering and tax fraud. These discussions are vital because financial crime can threaten national stability and even derail national aspirations. Financial crime remains a threat globally and manifests in various forms. She ended her speech by thanking the entire organising committee for all their hard work in making this conference a success.



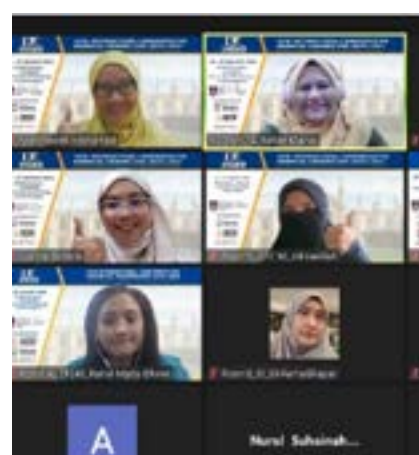
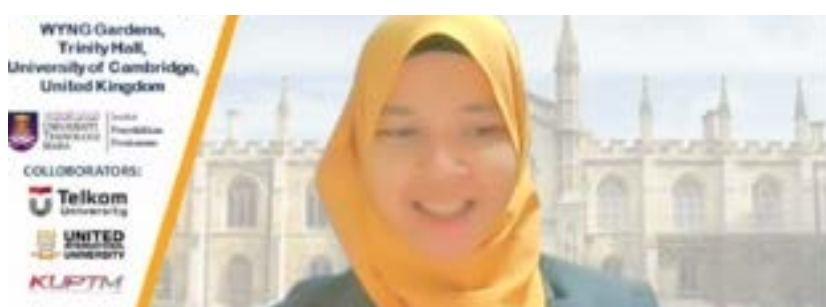
STRATEGIC LEADERSHIP ROUNDTABLE 2022 (SLR) - FINAL SESSION

SLR provides the opportunity for the participants to formalise the agreements for collaborative engagements which benefit partnering institutions. Specifically, the partnerships positively impact the quality of higher education through innovative teaching and learning practices and research alliances. SLR serves as an enhancement medium in quality research endeavours with tangible benefits for the broader communities at the international level. The final session adjourn the meeting with Letter of Intentions that sketches the initiatives towards more serious plans between varsities and an exceptional showcase of MoU renewal between Universiti Teknologi MARA and Persatuan Badan Berkanun Malaysia was signed by the Yang Dipertua PBBM, Prof. Datuk Ts. Dr. Roziah Mohd Janor cum, the Vice Chancellor Universiti Teknologi MARA, Malaysia and Mr. Mustaza Mohamad as PBBM's CEO.



ICFC VIRTUAL PRESENTATION

The ICFC virtual presentation conducted concurrently with the ICFC in United Kingdom. The opening of the virtual session starts with the welcoming remarks by Assoc. Prof. Dr Sharifah Norzehan Syed Yusuf, Deputy Director of Research and Innovation, ARI, UiTM. The agenda of the virtual ICFC continues with the concurrent session papers presentation. The best presenter was awarded to the Siti Navillah Zulkifli (Room 1), Muhammad Nazmul Hoque (Room 2), Mohd Irwan Abdul Rani (Room 3), Purwatiningsih Lisdiono (Room 4), Syahrina 'Adliana Abdul Halim (Room 5). Last but not least, the virtual session for ICFC 2022 was adjourned by the closing remarks by Dr. Yuslina Zakaria 12th ICFC Director and ARI Research Fellow.







26 August 2022

GMLT Module 8: Enforcing Governance Mechanisms and Upholding Integrity GMLT Module 9: Embracing Disruption and Leveraging on Innovation

LEADERSHIP IN TODAY'S BUSINESS WORLD

Malaysian Hall, London

The 9th Governance, Management and Leadership Training continued at the Malaysian Hall London UK with the special appearance of Ms Julia Rowlett. She is the Higher Education Partnership Manager from the Institute of Leadership and Management (ILM) UK. Apart from giving an introduction session about ILM, she also delivered a presentation about the Thought Leadership topic which covered the following interesting subjects:

- Leading through challenging time
- Leading through values
- Creating a coaching & mentoring culture

Leadership Through Challenging Time

In times of crisis, strong leadership and management isn't just important, it's business critical. Organisations across the globe and in every industry have had to rapidly adapt and evolve to meet the unprecedented challenges of the global pandemic. In the UK, 81% of those surveyed felt that their business would be negatively impacted by the pandemic, with over 40% saying they expect to be impacted quite badly or very badly. In a survey conducted by ILM, they discovered that almost three-quarters of the respondents felt that leadership and management had been lacking during the pandemic. Study showed that 27% felt that leadership hadn't been lacking at all levels in their organisation. Specifically, 33% of respondents said that leadership had been lacking most among senior managers, while 29% felt that leadership had been lacking at middle management level. This study confirmed that leadership is a business critical especially in challenging and difficult times.

Leadership Through Values

Studies showed that company culture has changed significantly in last 10 years. People are a company's number one asset: those who lead through values, demonstrate an understanding of real people, real lives, in the real world, and they deliver a positive impact. Individuals are increasingly concerned with the values companies espouse and more likely to choose values over remuneration. When people are happy at work, they are more motivated to meet personal and organisational goals. Organisations use values to inform strategy, and as an organising principle, connecting values with people, customers, and society. Company values drive employee engagement and performance as well as customer satisfaction and loyalty. For the society, value-led organisations drive towards a fair, diverse and inclusive society, protecting our environment and economy. If you have a positive reputation as an employer, more people will want to do business with you and work for you.

Creating a Coaching and Mentoring Culture

In a study at St James Place on coaching and mentoring culture, the company managed to successfully embark on a positive transformational journey and claimed over 3000% ROI. St James's Place Wealth Management (SJP) provides regulated financial advice to three quarters of a million clients in the UK, through a network of Partners and Financial Advisors. They wanted to create a coaching and mentoring culture to deliver high impact behavioural change across a diverse group of experienced managers and leaders. Training provider, Arema, worked closely with SJP to deliver a coaching programme that resulted in 80 leaders achieving their Level 5 or Level 7 ILM coaching qualification. Using the ILM programme, Arema teaches leaders about the deployed use of coaching and mentoring in everyday work. The course enables people to understand what it means to sit and coach someone and how to be present in a position which is conscious and neutral. In this sense, coaching is a vehicle to transform the personal development relationship that an employee has with their manager. The relationship ceases to be transactional and becomes a leadership relationship. Ryan McDonald, Director of London and South East, SJP said that "We consider coaching a fundamental skill for the whole of our management team, development managers and the leadership team too. Coaching is not just a shared skill; instead, a means to a constant conversation, mutual understanding and team performance."

During the programme and after her presentation there were several interesting questions raised by the participants. Ms Julia shared her thought on the questions. The programme ended just before the Jumaat prayer time. Group photo session were also taken at the end.



ACADEMIC VISIT TO DG COLLEGE

David Game College, Tower Hill, London

An academic tour was held in the City of London visiting David Game College. The purpose of the visit is to learn about the college's management procedures and to learn about the programs offered at the college. David Game College is an independent school and sixth form based in Tower Hill, London. The college is coeducational (education of male and female students in the same institution) and accepts students aged between 13–22. Up to 400 students take the full-time course each year. The College offers a range of educational courses including: A Levels, GCSEs, University Foundation Programmes, Higher Education, Easter Review and Private Tuition as well as English, Russian and Spanish Foreign Language Courses.

David Game College combines traditional values with a modern approach to ensure all courses are delivered and taught in the most efficient and effective manner for exam success. The college has been rated "Outstanding" in all categories by Ofsted, which reinforces the quality and commitment of our staff. In May 2017, and as part of its strategic vision, David Game College moved from its Notting Hill Gate site to the City of London (Jewry Street) in the building of one of the most prestigious educational foundations in the world, the Sir John Cass Foundation, established in 1748. On this new, larger site, students can enjoy the benefits of purpose-built modern facilities including state-of-the-art science laboratories, two university-sized lecture theatres, stunning new art rooms, a library, gym and spacious spaces. canteen

A total of 8 people visited David Game College led by Prof. Dr. Jamaliah Said, Director of the Accounting Research Institute (ARI), Prof. Associate Professor Datin Dr. Norazida Mohamed and Dr. Mohd Taufik Mohd Suffian from the Accounting Research Institute (ARI), Dr. Shahsuzan Zakaria and Dr. Samsudin Wahab from the Student Affairs Division, UiTM, Mrs. Hamidah Mohd Jos and Mrs. Wan Nur Ain Wan Abd Rahim from the Malaysian Cooperative Institute (IKMa) and Mrs. Aniyah Abdullah from the Majlis Amanah Rakyat (MARA).

This academic visit was personally welcomed by the founder of the college, Mr David Game. During the visit, participants were able to learn about David Game College's program and travel process, programs offered at David Game College to be used by strategic partners in Malaysia and establish a joint venture in carrying out the training offered by David Game College. The tour program begins with a brief explanation about the College by Mr Mansour Kaveh, Director of the University Foundation Program at the college. Next, the program continued by visiting around the college building.



DISCUSSION ON ISLAMIC DEVELOPMENT

Islamic cultural Centre, London

The Islamic Cultural Centre is a centre for Muslims located in London, England, opened in 1944. It is part of the London Central Mosque, having been annexed. It campaigns on behalf of British Muslims to government, local authorities and official bodies on issues such as health, welfare and education, among others. Other than marriage advice services, family and funeral services, the biggest task is education which includes Arabic courses, Youth Education Programme, Introduction to Islam and Islamic quarterly. Like Islamic Religious Council from Federal Territory (Majlis Agama Islam Wilayah Persekutuan), these are also part of activities and responsibilities for them. The discussions went from sharing experience and learning from each other, improve their services which are beneficial for both parties. They also intend to extend their collaboration further in the future. A total of six (6) participants attended this discussion; Mohamad Nazrol bin Mokhtar, Mohd Saiful bin Mohd Soid, Mohd Rafie bin Zakaria, Wan Maizatun binti Wan Hassan and Suwaibah binti Romli from Majlis Agama Islam Wilayah Persekutuan (MAIWP) and Dr Dalila Daud from Accounting Research Institute (ARI).



COURTESY VISIT TO HIGH COMMISSION OF MALAYSIA

High Commission of Malaysia, London

His Excellency Ambassador welcome Prof. Datuk Ts. Dr. Roziah Mohd Janor and participants from GMLT Programme. He is very delighted to receive visit from Malaysia. He talked about the working culture in United Kingdom which is slightly different from Malaysia. It was told that British people prefer to work under relaxed and social environment. This is because they believe it will create more creative ways of thinking. The session then continue with thank you remarks from Prof. Datuk Ts. Dr. Roziah Mohd Janor for accepting the invitation. Then, representative from each organisation were exchanging a gift from their organisation to His Excellency.







27 August 2022

CULTURAL DISCOVERY IN LONDON: ESCALATION OF LONDON CITY

After having a fruitful networking, the participants were rewarded with the experience of cultural discovery in London City. London City is full with entertainment and also cultural heritage. They went to London Bridge, Harrods, and several attraction places.







28 August 2022

GMLT Module 10: Leadership & Collegiate Networking

CULTURAL DISCOVERY IN PORTSMOUTH: SELF-GOVERNMENT WITHIN NAVY CITY

Portsmouth City, London

Participants were brought to Portsmouth City in the county of Hampshire in Southern England. It is a unitary authority which is administered by Portsmouth City Council. It is well-known for one of the world's best known ports which is significant to Royal Navy dockyard and base for centuries. 10% of Portsmouth's workforce is employed at Portsmouth Naval Dockyard, which is linked to the city's biggest industry defence; the headquarters of BAE Systems Surface Ships is in the city.





29 August 2022

CULTURAL DISCOVERY IN LONDON: TOPFLIGHT OF ENGLISH SPORT AND CULTURE

United Kingdom is famous with their English League and city of culture. The participants were brought to the Arsenal Stadium to feel the atmosphere of services and entertainment when attending a match. The participants also were brought to the Buckingham Palace and nearest site visits. This is the final discovery of London before going back to Malaysia.





After the culture discovery, the next destination is Heathrow Airport for check-in and depart to Malaysia. This remarks the end 9th Governance, Management and Leadership Training (GMLT) 2022 programme.

Reflection

Strategy execution is the implementation of a strategic plan in an effort to reach organizational goals. A good leader are not only focus on the management but also put a priority on their team and people. Communication is a very important bridge between a leader and the people. Putting the right people at a right place is equally important as managing the resources. c. From this programme, the participants gain new experience and networking. They also learned and without realizing it, they are already implementing the 3S Framework (Strategy, System and Structure) in their organisation. This is based on the sharing session by each of the participants. The participants also were given a platform to share their knowledge among the conference participants. They also were given opportunities to expand their network by signing the MoU with respective partners. Last but not least, participants were exposed to the experience on the working culture in United Kingdom where they are more relaxed and social. These are some of the insights that the participants gain during the training sessions in United Kingdom.



Acknowledgement

The 9th governance, management and leadership training (GMLT) 2022 would like to extend our gratitude to Prof. Datuk Ts. Dr. Roziah Mohd Janor, President of Malaysian Statutory Bodies Association (PBBM) and Vice Chancellor of Universiti Teknologi MARA (UiTM) for the opportunity to organise this training. We also would like to thank all those amazing organisations and representatives who bring the events to life:



Our Team Members

9th Governance, Management and Leadership Training (GMLT) 2022

- Prof. Dr Jamaliah Said (ARI,UiTM)
- Prof. Dr Zuraidah Mohd Sanusi (ILD,UiTM)
- Encik Mustaza Mohamad (PBBM)
- Assoc. Prof. Dr Nor Balkish Zakaria (ARI,UiTM)
- Assoc. Prof. Dr Alawi Bin Haji Sulaiman (ILD,UiTM)
- Ts. Mohd Rafizi bin Rahmad (ILD,UiTM)
- Assoc. Prof. Dr Nor Farizal Mohamed (ARI,UiTM)
- Assoc. Prof. Dr Norziana Lokman (ARI,UiTM)
- Dr. Dalila Daud (ARI,UiTM)
- Dr Nur Aima Shafie (ARI,UiTM)
- DrAziatul Waznah Ghazali (UKM)
- Dr Mohd Taufik Mohd Suffian (ARI,UiTM)
- YM Raja Haswati binti Raja Mohd Alwi (ILD,UiTM)
- Pn Zuridah Samion (PBBM)
- Pn Noor Shuhaida binti Mohamad (ILD,UiTM)
- Zulaikha Amirah Johari (ARI,UiTM)

Strategic Leadership Roundtable (SLR) 2022

- Prof. Dr Jamaliah Said (ARI,UiTM)
- Prof. Dr Zuraidah Mohd Sanusi (ILD,UiTM)
- Assoc. Prof. Dr Nor Balkish Zakaria (ARI,UiTM)
- Assoc. Prof. Dr Ramesh Nair (ARI,UiTM)
- Assoc. Prof. Dr Sharifah Norzehan Syed Yusuf (ARI,UiTM)
- Assoc. Prof. Dr Alawi Bin Haji Sulaiman (ILD,UiTM)
- Ts. Mohd Rafizi bin Rahmad (ILD,UiTM)
- Assoc. Prof. Dr Nor Farizal Mohamed (ARI,UiTM)
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- DrAziatul Waznah Ghazali (UKM)
- Dr Mohd Taufik Mohd Suffian (ARI,UiTM)
- Dr Yusarina Mat Isa (UiTM)
- Dr Mohd Nazmul Hoque (ARI,UiTM)
- Zulaikha Amirah Johari (ARI,UiTM)

5th International Conference on Governance and Strategic Management (ICGSM 2022)

- Prof. Dr Jamaliah Said (ARI,UiTM)
- Prof. Dr Zuraidah Mohd Sanusi (ILD,UiTM)
- Prof. Dr Aini Aman (UKM)
- Assoc. Prof. Dr Nor Balkish Zakaria (ARI,UiTM)
- Assoc. Prof. Dr Noradiva Hamzah (UKM)
- Assoc. Prof. Dr Halil Paino (UiTM)
- Assoc. Prof. Dr Razana Juhaida Johari (UiTM)
- Assoc. Prof. Dr Nadiah Abd Hamid (UiTM)
- Assoc. Prof. Dr Rina Fadhilah Ismail (UiTM)
- Dr Nur Aima Shafie (ARI,UiTM)
- Dr Aziatul Waznah Ghazali (UKM)
- Dr Yusarina Mat Isa (UiTM)
- Dr Soliha Sanusi (UKM)
- Dr Mohd Taufik Mohd Suffian (ARI,UiTM)
- Dr Salwa Zolkafil (ARI,UiTM)
- Dr Fazlida Mohd Razali (ARI,UiTM)
- Dr Nur Syuhada Jasni (UiTM)
- Dr Mohd Nazmul Hoque
- Dr Marhamah Mohd Rafidi (Taylors University)
- Dr. Hafizah Omar Zaki (UKM)
- Dr. Dahlia Fernandez Mohd Farid Fernandez
- Pn Syahida Zainal Abidin (UKM)
- Pn Siti Farah Dilla Zakaria (UKM)
- Pn Raihan Esa (UKM)
- En Muhammad Hanafi Talib (UKM)
- Pn Latifah Mohd Zaid
- Pn Nur Syazwani Yahya
- Pn Nurhusniyah Isahak
- Pn Nur Syahidah Shahabuddin
- Zulaikha Amirah Johari (ARI,UiTM)

12th International Conference of Financial Criminology (ICFC 2022)

- Prof. Dr Jamaliah Said
- Assoc. Prof. Dr Sharifah Norzehan Syed Yusuf
- Prof. Dr Norhayati Mohamed
- Prof. Dr Rob Mccusker
- Datin Assoc. Prof. Dr Norazida Mohamed
- Assoc. Prof. Dr Nor Farizal Mohamed
- Assoc. Prof. Dr Norziana Lokman
- Assoc. Prof. Dr Ramesh Nair
- Assoc. Prof. Dr Ruhaini Muda
- Dr Yuslina Zakaria
- Dr Maslinawati Mohamad
- Dr Fazlida Mohd Razali
- Dr Afzal Izzaz Zahari
- Dr Intan Salwani Mohamed
- Dr Farah Aida Ahmad Nadzri
- Dr Dalila Daud
- Dr Salwa Zolkafil
- Dr Nazmul Hoque
- Cik Munirah Morad
- Pn Norlydah Bakar
- Nor Fadzillah Ismail
- Pn Lily Mardiah Adam Mudin
- Pn Nurul Suhainah Hassim
- Cik Izzati Azri Binti Mohd Ridhwan Teo
- Pn Wan Mariati Wan Omar
- Pn Aziah Nasir
- Cik Nor Syazana Abdullah
- Cik Rafidah binti Zainal
- Cik Nur Farina Safari
- Pn Azeira Bt Ahmad
- Cik Nor Fadzillah Ismail
- Pn Abidatul Shakira Kamal
- Cik Nuur Rajihah Razali

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