

REPORT ON LEADERSHIP, ENTREPRENEURIAL DEVELOPMENT AND SOCIAL MANAGEMENT TRAINING (LED SM)

**"Considerable Competence,
More Acquirement"**

ISTANBUL, BURSA AND ANKARA
27 JUNE - 04 JULY 2022



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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)

Malaysian Statutory Bodies Association (PBBM) together with Accounting Research Institute, Universiti Teknologi MARA (UiTM) are proud to organise the Leadership, Entrepreneurial Development and Social Management (Ledsm) Training which was held in Turkey (Istanbul, Busa and Ankara) from 27 June 2022 until 4 July 2022. This programme trains the participants to lead their organisations with virtue and confidence in tackling any management issues. The training programme is hoped to inculcate the participants' capacity to lead employees' and customers' satisfaction as well as accelerate profits as the Islamic values is uphold in the various programmes. This would lead to strengthen strategies and insights that help to unleash the Islamic leadership culture across the participants' organisations. The strength of this training lies on the well-blended and real experience inputs that help to instill the Islamic leadership perspectives in participants' mind. Discussions, intellectual discourses and statutory visits were planned to provide and revive the leadership skills based on strong fundamentals of Islamic pillars. Thus, this training should be able to bounce higher spiritual, intelligence and emotional eminence to each participant in promoting a better individual as well as organisational value.

Executive Summary

Strategy and governance are two (2) of the most important responsibilities for top management. “Strategy” can be a vague concept that needs a process to enable it to achieve the necessary focus to then be translated into aligned, measurable plans to be able to communicate clearly to everyone. “Leadership” can be equally vague and needs to be understood as a driver of change to allocate and direct resources so that the desired return on capital can be achieved and sustained.

This program is for delegates from the statutory bodies as well as quasi-governmental organisations that are expected to operate commercially while adhering to political goals or constraints. This program provides an ongoing open global forum to discuss and analyze business and entrepreneurship development from different perspectives and viewpoints to improve understanding of underlying forces that (i) impact global developments and (ii) shape the destiny of emerging countries such as Turkey, India, China, Thailand, Kenya, Indonesia, Malaysia, United Arab Emirates, and Bahrain, etc.

This Leadership, Entrepreneurial Development and Social Management (LEDSM) training with the theme ‘Considerable Competence, More Acquirement’ was held from 27th June to 4th July 2022 in Turkey. The programme has run successfully with 40 participants (including spouses) from various statutory bodies in Malaysia.





Module Learning 1: Learning Across Borders and Cultures

SELF-GOVERNMENT WITHIN A LEGITIMATE ISLAMIC CONTEXT

by Blue Mosque Imam and Miss Sumayyah, Marmara University

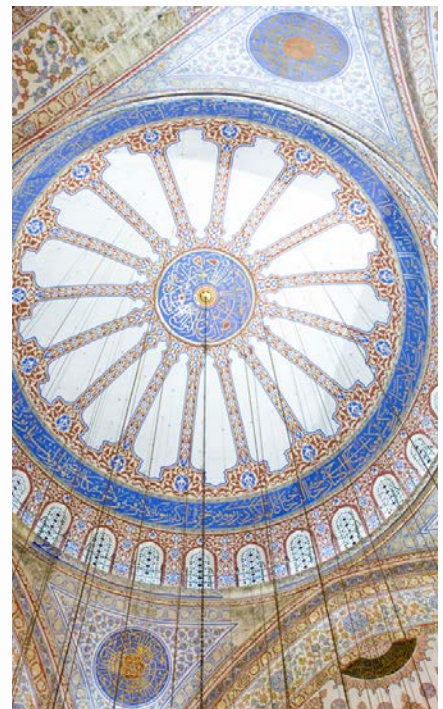
In 1453, Constantinople was conquered by Sultan Al-Fateh Muhammad. There are two parts of Istanbul, namely, the Anatolian which is the Asian part of Istanbul and the European part of Istanbul. Muslims are still the majority of population. Some Muslims are religious, and some Turkish are not practicing religion. Their educational background would be based on their strong Islamic beliefs. Thus, those practicing Muslim will go to religious schools. The children of Turkey will be separated based on the schools that they attended.

Hagia Sophia was initially a temple, then a catholic Orthodox Church and next, it became a museum. Currently, it is functioned as a Mosque where it can fit around 10,000 people for prayer at one time. Historically, it collapsed, and it was then rebuilt. The unique part of Hagia Sophia is there are many cats in it. Another unique element of Hagia Sophia is, it has the biggest calligraphy in the world. It has different columns from different temples in different countries. Hence, it has different textures and designs. The mosques in Turkey are governed by the Ministry of Islamic Religion.

Across Hagia Sophia is Sultan Ahmed Mosque which is also known as the Blue mosque because the tiles consist

of approximately 20,000 blue tiles. The capacity for this mosque is 6000 people. There are big pillars that look like the elephant legs which support the big dome and six (6) minarets that symbolize the six (6) pillars of Islam. They are practicing Hanafi Sunni and welcome other madhhabs, but the Imam would normally practice Hanafi.





ESCALATION OF OTTOMAN VILLAGE: CONTENTION TO CIVILIZATION, BURSA

Ottoman empire started since the 12th century and they were originally the descendants of Gengis Khan. The capital city of the Ottoman empire was originally in Bursa. In 1453, the Ottomans conquered and named it Isetane then, now it is known as Istanbul. The mid-part of Turkey is Anatolia. Until the 1920s, the Turks were under Ottoman, then the Army General at that time named Mustafa Kamal founded the Independent Republic of Turkey, realizing the people were suffering due to the economic downturn. With the end of Ottoman Sultanate, Sultan Abdul Hamid Abdul Majid lost his power with the people and moved to France.

Mustafa Kamal established the Ataturk group. In 1920s, a new government was formed as a republic in Turkey. Mustafa became the President and move the capital city from Istanbul to Ankara for Turkey. Ata-Turk means Father of the Turks. The language used was Ottoman language which is similar to Arabic with the influence of European teaching. Political Party known as Republic Party under Mustafa Kamal then was followed by left and right parties. Countries like Azerbaijan use the same language. Around 68% of Turkey's population is Muslim and there are approximately 50% practicing Muslims.

They also have Asturian Christian who do not go to church and speak Arami i.e., the language of Mariyam and Prophet Isa AS. Asturian does not believe in the current Bible. Most of them are in Europe-coming from the Eastern part of Turkey. Turkey has eight (8) neighboring countries namely, Greece, Bulgaria, Syria, Iran, Jordan and Armenia. Since 1958, Turkey is a member of the United Nation. Turkey's population to date is 85 million, and they also have five (5) million Syrian refugees staying in Turkey. In 1938, Kamal Ataturk died. The new party was accepted by people until the 1970s. President Erdogan was appointed as prime minister in 2003-2014 and from the year 2014 till today, he is the president of Republic of Turkey.







GEOPOLITICS AND LEADERSHIP IDENTITY IN LOCAL GOVERNMENT

by Mayor of Bursa Metropolitan Municipality, Bursa

Bursa's nickname is green Bursa because of the green tomb of Sultan Mehmet and the olive trees. Turkey's economy is mostly contributed by agriculture producing cotton and textiles. Turkey is number one (1) textiles producer in Asia since the 1990s and it is their second most important source of income. The biggest income for Turkey is from metal aluminium iron silver gold exported to other countries. Turkey olive oil manufacturing is number three (3) in the world after Spain and Greece.

Turkey's agriculture is clustered by region from different parts of the country that produces rose, mixed nuts, apples, tulips, cherries, tea, figs, and others. The Turkish government has implemented cooperative agriculture where the government owns the land and there are 60 people wanting to work on that land. The deputy mayor of Bursa expressed emotional respect for Malaysia and expected more business and educational relations for both countries in future.





ERTUGRUL LEADERSHIP OF ISLAMIC CIVILIZATION IN TURKEY

Ertugrul of the Kayi tribe was the founder of Sogut. The Ertugrul period is the time before Ottoman Empire when Ertugrul came from Mesopotamia that was Sham, and then went to Anatolia side. Around the 12th century, they started to live in Sogut. The son of Ertugrul and Halime that is Osman, established the Ottoman Kingdom in the 13th century. Osman was the successor that continued the legacy of Ertugrul's leadership where they conquering lands without killing. Sogut is the place where the Ottoman Empire started. In the 11th century, the Turks became more Islamic. The IYI sign imprinted on the flag represents the Turks all over. At the time of Orhan, they expand and move to Bursa and continued the spirit to spread Islam and conquering lands, until the time of Sultan Al- Fateh. Based on history, the Ottoman Kingdom was a success until the time of Sultan Abd Hamid Abd Majid who practiced conservatism Islamism and established the relationship with the French for economic and business purposes. In the early 1900s, the sultans were said to focus on women inside the palace and ignore the people and society outside the palace which led to the abolition of the Ottoman sultanate.





Module 2: Leadership Training on Management, Quality and Governance

CULTURAL AND SOCIAL DEVELOPMENT, LESSONS FROM TURKIYE CUMHURIYETI

by His Excellency Ambassador Sazali Mustafa Kamal, Embassy of Malaysia, Ankara

His Excellency Ambassador highlighted the Turkish strong patriotism is because of their homogeneity factor of people as compared to Malaysia which has multi-race people. Turkey was under the Ottoman empire until 1923 when it was pronounced as a republic with Mustafa Kamal as the first president of Turkey. Traditional agriculture still contributes significantly to Turkey's economy.

Only after 2015, under President Erdogan, female university students and female government staff were allowed to wear headscarves. Some lessons can be learned from Turkey. For example, how one flag model system builds one nation mindset unity irrespective of which state they come from.

During the inception of Kemal Atatürk as the Turkish field marshal or father of Turkey, he unites the people of Turkey with their national flag of red with white crescent moon and star. This national flag is seen everywhere in Turkey. The nationalism of Turkish seems to be very high.







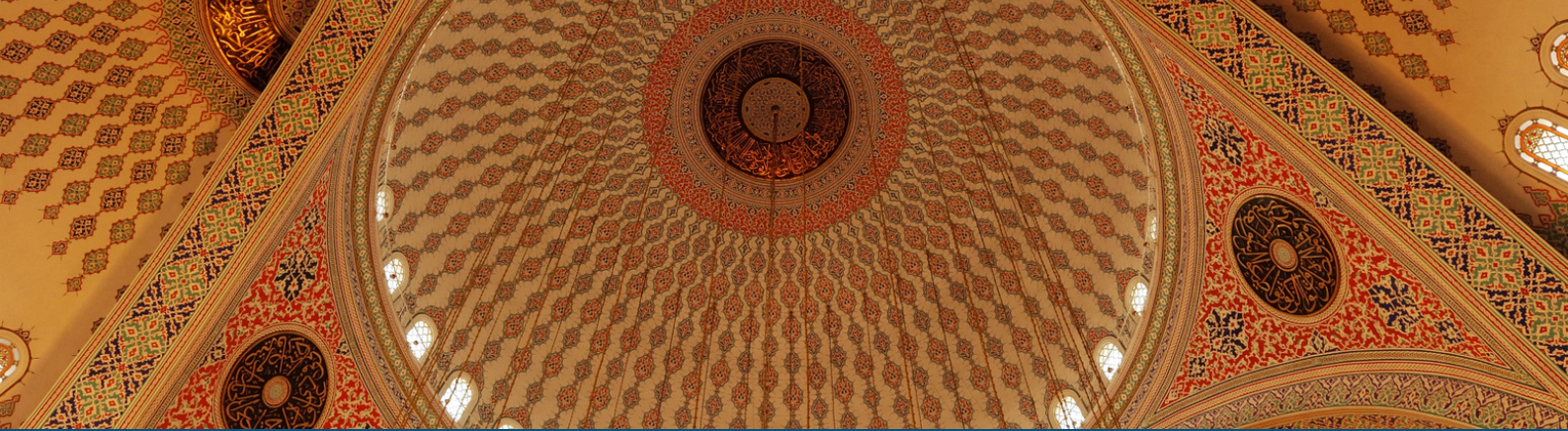
SESRIC INITIATIVE DISCUSSION

The Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC) was founded as a subsidiary organ of the Organisation of Islamic Cooperation (OIC). The Centre started its activities in Ankara on 1 June 1978. In the area of statistics and information, SESRIC plays a significant role in ensuring the availability of the necessary statistical data and information on OIC member countries that would make them better informed of each other's potentials, needs and capacities to facilitate their elaboration on cooperation projects and integration schemes.

In the area of economic and social research, SESRIC continued to study and evaluate the economic and social developments in the OIC member countries to generate proposals that will initiate and enhance cooperation among them. In the area of Training and Technical Cooperation, SESRIC plays a significant role in enhancing cooperation and collaboration among OIC Member Countries by providing services in technical assistance, exchange of best practices, skill development, networking, and policy dialogue on a wide range of socio-economic issues. In this regard, SESRIC has currently 19 sector-specific capacity-building programme realized through different modalities, including training courses, training workshops and study visits.







Module 3:

Waqf Centralization and Management

SEMINAR ON SURVIVAL AND GOVERNANCE QUALITY POST PANDEMIC ACROSS CONTINENTS

by Prof. Abuzer Pinar, Ankara Medipol University

Ankara Medipol University is a private university known as NGO University in Turkey and it was started in the 1990s. Currently, there are 75-80 NGO Universities out of 285 universities in Turkey. The regulations and running of the University are the same as public universities. Ankara Medipol is established in 2018 and it is well known for health sciences. Medium of teaching is English and they have approximately 4000 students including 700 International students presently, coming from 70 countries. The waqf foundation in Turkey is established since the year 2000. They do not receive any funding from the government.

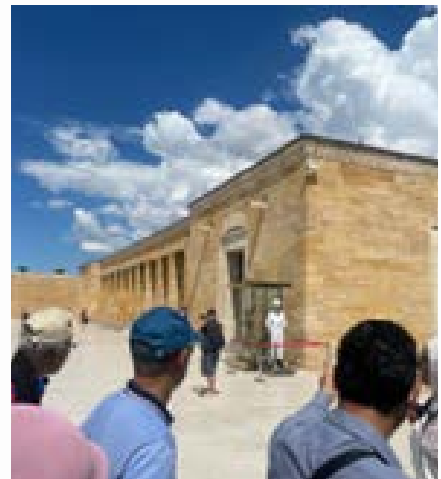
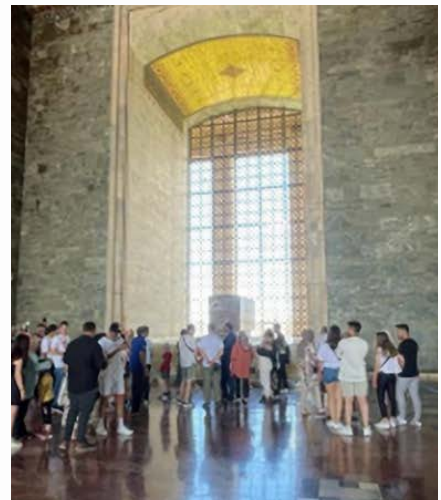
They operated fully on waqf based on the hospital income as well as fees from students. Some students are on scholarships. The University is owned by the Minister of Health, including the one in Istanbul. He is a medical practitioner by profession before joining the Government to become the Minister of health, as requested by Erdogan himself. The University has been fully operated before he becomes the Minister. With the visit to Ankara Medipol University, three (3) Memorandum of Understanding were signed between Ankara Medipol University and Universiti Teknologi MARA, Universiti Tun Hussein Onn Malaysia and Universiti Malaysia Pahang.

In the aftermath of the pandemic the economic inflation that is happening worldwide impossible to be reversed to its original state. Until the 1970s, United States printed money based on gold reserves, but the practice was not like that after a while and the economic crisis was solely due to the United State manipulative financial system. The international monetary system that is being practiced now is unjust and impacted the health and well-being of society all over the world. Hence, it is crucial to create common principles and rules for the monetary system to ensure a sustainable society.



ATATURKS AND INDEPENDENCE WAR MUSEUM, ANKARA

In 1881, Mustafa Kamal Ataturk was born as the only child of Father Ali Reza and Mother Latifa. During his younger day, he went to Istanbul and join the army college. After the Ottoman sultanate, he became the first president after he established the first Republican Party and the reformation started in 1923. He reformed the culture of Turkish such as the ladies were forbidden to wear scarves. He wanted to reform Turkey like countries in Europe. The reformation was against the Maqasid Shariah until 2003.





DISCUSSION ON MANAGING MALAYSIA AIRPORT, TURKISH ASSETS

by Mr. Mohammad Nazli Abdul Aziz, Executive Director of Istanbul Sabiha Gökçen International Airport

Turkey is like an old hotel being refurbished and now it is at 80% progress. Turkish is excellent in Information Technology. Mr. Nazli admires Erdogan. The foundation of his economic planning is to achieve economic sustainability for everybody. Erdogan's childhood is from Kasimpasa street, near the Ayyub Al-Ansari Mosque. The people from this area are a bit aggressive. Mr. Nazli highlighted that Erdogan's approach is a construction-based economy and when the pandemic hit, the hospitals in Turkey are ready to take in patients. Turkey focuses on Health Tourism where people come to do dental and plastic surgery here and also to focus on agriculture.

In managing airport, there are aeronautical business and non-aeronautical business. MAHB under Mr Nazli's leadership grows the non-aeronautical business which turned airports to become malls along with their main aeronautical business. MAHB has been working for people of Malaysia ever since it is listed in the stock exchange. MAHB has gone and survived the tough and rough time during the pandemic and now MAHB is ready to face any storms that come.







Module 4: Traverse the Leadership and Historical

BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT IN GLOBALIZED AND DIGITALIZED ERA

by Prof. Dr. Zafar U. Ahmed at Eresin Topkapi Hotel, Faith District, Istanbul

Prof. Dr. Zafar mentioned on the need to define and redefine what is nature, values, durability, health, and education for sustainability. Currently, the youth's attention span is only 30 seconds from 53 seconds and originally, while the older generation's attention span is only two (2) minutes. This is called "Depleting Attention Span". Reading now is an action of a series of interpreters and more imaginative.

HIGHER EDUCATION DEVELOPMENT IN EMERGING MARKET: CASE OF BRAC UNIVERSITY (BANGLADESH)

by Prof. Dr. Vincent Chang, BRAC University, Dhaka, Bangladesh

Bangladesh is an exciting, yet challenging emerging economy in South Asia whose socioeconomic development deserves world attention. Dhaka is the capital of donation. Education has a vital role to play in human resources development. At present, the higher education scenario of Bangladesh faces challenges in the form of a lack of the right mindset and attitude, and the absence of enough drive for research and quality publications.

**Academy
for Global
Business
Advancement
(AGBA)
Conference**





AGBA CONFERENCE: CONCURRENT SESSION

by Accounting Research Institute (ARI) Fellows

Conference presentations in the five (5) breakout rooms were held on the second day of the conference. All the Accounting Research Institute (ARI) fellows that participated in this programme have successfully presented their research findings and received feedback from the panelists. During lunchtime, the participants were given a discussion on “Non-standard approaches to peace building and normalizing international trade with Afghanistan”, by other distinguished panelists. Networking and connection with international participants were established throughout the AGBA conference. The conference ended with the award ceremony and gala dinner.







Module 5: Entrepreneurial Development and Social Management Training

LEADERSHIP AND CULTURAL INTELLIGENCE (CQ)

by Dr Zurina Abdul Ghani, Deputy Director of Corporate Strategy from International Islamic University Malaysia (IIUM)

The Concept of Ansar and Muhajirin: Cultural Diplomacy for Global Relevance and Citizenship

A brief sharing of the 10-day journey @Turkiye. It could be depicted as a Cultural Intelligence (CQ) in the context of Ansar and Muhajirin started with the concept of Li Ta'arofu between the Muhajirin i.e. all participants from the Peninsular of Malaysia as well as Sabah and Sarawak. Participants from different backgrounds and working in different industries sharing their point of views and build a pact, all in a 10-day programme. The Ansar would be all the locals we met during the programme. In addition to that, there were five (5) Million Syrian in Turkiye, there are also the Muhajirin here.

Looking at the history, the Muhajirin and Ansar were diplomatic with good moral attitudes, and this told us to ensure that Education must be put into a proper context where it needs to focus more on the acquisition of positive moral characters and values in the early stage of education process. These will embed the brotherhood pact, cultural skills and spiritually curated the CQ, good values and characters manifested by the Ansar and Muhajirin. In Turkiye, the early stage of education would be the religious education, together with readings on values and other faith practices.



These are the values that we see in the locals especially their brotherhood pact and the preservation of their indigenous knowledge dated back beyond the Ottoman empire. Poles of National flags could be seen everywhere, and the architecture and builds reflected their culture and preservation of indigenous designs. These values-based leadership must be embedded in our leaders. In the context of Malaysia, different nationalities is a good platform for leaders to practice CQ, to know your boundaries and challenge yourself whilst holding on to your root like the Turkish people. There's no one size fits all and no cookie cutter solution in the art of leadership.



Cultural Intelligence (CQ) and Cultural Diplomacy: The Case of Mr. Nazli of ISG International Airport

Today, in a diverse and borderless world we are closely interlinked with each other, and we are socially and culturally connected. Cultural diplomacy may be described or best described as a course of actions which are based on exchange of ideas, values, traditions and other aspects of culture or identity, whether to strengthen relationships enhances to cultural cooperation from our national interest and beyond, international trades and dealings. Global citizenship is a realism to diplomacy, where two approaches to be used are pragmatism and cultural sensitivity. Cultural diplomacy or cultural intelligence is a very pertinent issue in order for us to be an international player or as a global citizen, for that matter to bring positive change. These traits could be easily seen in Mr. Nazli Abdul Aziz, the Executive Director of Istanbul Sabiha Gokcen International Airport. The real challenge to CQ or cultural intelligence and cultural diplomacy is to effectively communicate. International relations are much more dynamic in nature, cultural diplomacy or cultural intelligence is much more specific articulate to a particular segment.

Understanding the history and the culture is the first step when you are engaging with different communities. This is what was practised by Mr. Nazli. He knew Erdogan's economic strategy i.e. Construction Based Economy and noted and acknowledged the act of lowering the rates to boost purchasing power to stimulate the economy and pray together with the Turkish for its success. He might not have an MBA degree but his experiential learning in the real world warrants him the position he is holding. To be sensitive, to understand that no culture is more superior than the other will shape you into an excellent negotiator and compromise to reach the win-win situation, zero sum game is the principle core to cultural diplomacy practised by Mr. Nazli. He understands the complex socio-economic of Turkiye and able to drive ISG for the right business strategies in the short and long-term plan, with precision.

Although Malaysian by nature we are culturally diverse and we have intrinsically embedded and engaged with different culture, in a global world, it is a different kind of game. To adapt and adopt like the Muhajirin and to be receptive like the Ansar, CQ competency plays an important role to ensure understanding of different values, identify common grounds to be leveraged and to tackle the obstacle and challenges. The result will be a mutual understanding is developed and trust is gained before going into a certain project such as in ISG. Mr. Nazli is our definitive example of a Muhajirun.

It was highlighted by Mr. Nazli that he works with few IIUM alumni and he was thankful to have them in his team. IIUM alumni is automatically exposed to global citizenship for many of them came from different societies, cities, backgrounds, having different cultures. Thus, the teaching and experiential learning they gained provide them this common ground and taught them to appreciate all similarities and differences in historical or experience of socialism and others which in the end equipped them with CQ skills. Culture, history, and values of Islam bind us together and provide a truthful connection and arrive at common ground even with the non-Muslim brothers.



To sum up, cultural intelligence is a skill, where we develop over the work to understand and to perform effectively in a culturally diverse situation. A leader must have the drive, the knowledge, the strategy and the action in Cultural Intelligence (CQ). CQ blur up racial divide and omitted the 'holier than thou' attitude which would help a leader to storm the weather and smoothen the journey with all brothers towards success.





GOVERNING A SMALL CITY INSIDE A CITY, ISTANBUL-TOPKAPI PALACE

In 1453 Sultan Mehmet AlFateh conquered Constantinople and changed it to Isetane which is later known as Istanbul. The first palace is in Istanbul University. In 1948, they started building Topkapi Palace. Harem was built after the 15th Century for the ladies where selected beautiful girls were taken to Harem and give education e.g., language. Only Sultan's mother can enter Harem and no men can enter it. At the age of 18 to 19, they will be married to the Sultan and Sultan's family. After the 18th century, things started to changed where men started to enter Harem and there was no small girls anymore and by then, women in Harem became mistresses. The tulip is the National flower of the Ottoman Empire and the clothes of the sultan normally have a tulip design. Turban originally came from tulip. During early April there will be a tulip festival and the garden in Topkapi is full of all kinds of tulips.





Module 6: Approaching Sustainable Development Goals toward High Resilience Organizations

SEMINAR ON CORPORATE PHILANTHROPY FOR SUSTAINABLE DEVELOPMENT GOALS POST-PANDEMIC SURVIVAL

by Assoc. Prof. Dr. Elif Baykal, Istanbul Medipol University

Corporate Social Responsibility (CSR) is different from philanthropy as CSR is more inclusive and it is a responsibility of an organisation to ensure engagement with society. According to Carrol's CSR pyramid, it is not enough to engage only with society but also towards the legal, ethical and economic for the betterment of the society. There are three (3) levels of CSR, namely: Social obligations; Social Responsibility-go beyond what is required; and Social Responsiveness-proactive approach.

Some of the merits of CSR are building relationships, a donation to society, company brand recognition and business reputation. CSR evolved over time ever since the time of the Industrial revolution. For example, Green Management is one of the CSR practices that contribute to the 17 Sustainable Development Goals (SDGs). CSR and SDG must be aligned together. An important motivation points to ensure commitment towards SDGs is to please Allah the Almighty. In an organisation, to practice SDGs is to look at the niche area and the impact. In Turkey, the government gives out financial support to people during the pandemic, tax cuts and economic stimulus plans.

The private sectors also did their part during the pandemic. For example, they produced masks and gave them out to the front-liners and the people at large. Opet-an oil company provided free oil for people during the pandemic in support of Erdogan as solidarity campaigns. A total of approximately 2.03BtL were collected as crowdfunding. Among other initiatives was the digitalisation of supermarkets as part of the development during the pandemic. Erdogan does not like to seek external funding for Turkey. His policy is 'We are enough for Turkey'.

During the visit, three (3) Memorandum of Understanding were signed between Istanbul Medipol University and Universiti Teknologi MARA, Universiti Tun Hussein Onn Malaysia and Universiti Malaysia Pahang







Reflection

Historical models of leadership in Turkey tend to transcend the leadership achievements from a core activity to all aspects of the leader's life. A leader can be found in people who do a great job of leading team and getting things done. This includes patience, humility, fortitude, fairness, agile and brave. From this programme, the participants gain new experience and networking. They also learned that how leadership style brings impact to the patriotism of a country where the flag of Turkey can be seen flying everywhere. They are also vigorously promoting their own Turkey products to the tourist and avoid selling other countries' products. This spirit gained from the Kamal Atarturk regime where he kept pursuing to produce their own product which raised the conquering spirit among the nations. Additionally, the crucial parts in organisation are trust and unity where they are the fundamental steps towards empowerment. These are some of the insights that the participants gain during the training sessions in Turkey.

Selamat Bermusafir ke Negara Turki
Singgahlah juga ke Pasar Rempah
Terpilih ke sana Susunan Rezeki
Pulang Nanti Pengalaman Bertambah

Negara Turki di Benua Eropah
Terkenal sejak Zaman Sahabat
Rezeki Melimpah Pengalaman Bertambah
Keberkatan Hidup Dunia Wal Akhirat

Kalau Berkunjung Ke Sultanahmet
Singgahlah membeli jagung rebus
Walaupun programnya sudahpun tamat
Moga Silaturrahim sentiasa menerus

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LEMBAGA PELABUHAN BINTULU



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UNIVERSITI MALAYSIA PAHANG



INSTITUTE OF LEADERSHIP AND DEVELOPMENT
INSTITUTE REFINAPINAN & PEMBANGUNAN (ILD)



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