

# REPORT

## 5TH STRATEGIC MANAGEMENT AND LEADERSHIP TRAINING (SMLT) & STRATEGIC LEADERSHIP ROUNDTABLE (SLR)

BULGARIA - TURKIYE  
4 - 15 JUNE 2023

Organised in-conjunction with:

The 6th International Conference on  
Governance and Strategic Management (ICGSM) 2023

The International Conference in Technology,  
Humanities and Management (ICTHM) 2023

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# Foreword



## **PROF. DATUK DR. ROZIAH MOHD JANOR**

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

Malaysian Statutory Bodies Association (PBBM), Higher Education Leadership Academy (AKEPT), Institute of Leadership and Development (ILD) UiTM together with the Accounting Research Institute (ARI) UiTM are delighted and honoured to jointly organise the 5th Strategic Management and Leadership Training (SMLT) 2023 and Strategic Leadership Roundtable (SLR) 2023 in conjunction with the 6th International Conference in Governance and Strategic Management (ICGSM) 2023 in Burgas Free University and the International Conference in Technology, Humanities and Management (ICTHM) 2023 in Istanbul Medipol University. The current disruptive challenges have never been so broad-reaching, so relentless, and so disorienting. From digital transformation to economic and health upheaval to social and environmental change, the need for true leadership in a new world has never been more urgent. Hence, being a leader in these times demands empathy, compassion, and understanding—someone who can embrace complexity and ambiguity to sustain the viability of the organisation. This programme aims to provide opportunities to develop the skills and knowledge that are required to effectively lead an organisation, formulate and execute strategic plans, and drive long-term success. It equips individuals with the tools and techniques to navigate complex business environments, make informed decisions, and inspire teams to achieve strategic objectives. With the aspirations of "Strategic Innovation: Agility and Viability", it is my hope that this programme serves as the bridge across various institutions to exercise their strategic vision to make a meaningful impact in shaping the future direction of the statutory bodies and higher education sector through influence and engagement.



# Executive Summary

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Strategic Leadership and Management Training (SMLT) aims to improve the strategic management and leadership skills of participants through a combination of theoretical knowledge, practical training, and experiential learning. The SMLT programme attracted 24 participants from various statutory agencies and public universities in Malaysia. A diverse group of participants allows the exchange of ideas and experiences from different sectors, enriching the learning environment. This programme provides an excellent platform for networking and collaboration among professionals in the public sector. An important aspect of the SMLT programme is its alignment with two conferences: the 6th International Conference on Governance and Strategic Management (ICGSM), Burgas Free University, Bulgaria and the International Conference in Technology, Humanities and Management (ICTHM), Istanbul Medipol University, Turkiye. The integration of this conference provides an opportunity for participants to engage with experts and scholars in their respective fields, gain insights into current trends, and present their research findings. Both conferences were attended by various experts from universities and organisations in Indonesia, Bangladesh, South Africa, Poland, Bulgaria, Turkiye and others. Another significant milestone in the SMLT programme was the second Strategic Leadership Roundtable (SLR) discussion. The roundtable discussion was an extension of the DVC Lead programme, which was previously attended by participants and organised by AKEPT and Universiti Teknologi MARA. SLR provides a unique platform for participants to engage in in-depth discussions, share experiences and explore strategic leadership practises. At the end of the programme, all delegates are hope to provide a meaningful impact to their organisations.





## Training Rundown : 25 May 2023 (Thursday)

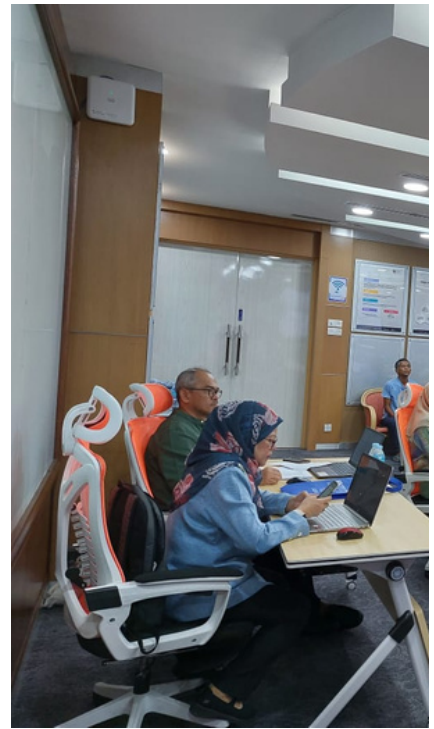
### PRE-DEPARTURE STRATEGIC LEADERSHIP AND MANAGEMENT TRAINING (SMLT) AND STRATEGIC LEADERSHIP ROUNDTABLE (SLR) BRIEFING

Canseleri Tuanku Syed Sirajuddin UiTM and Virtual Meeting

On May 25, 2023, the pre-departure programme for SMLT-SLR 2023 was held at Canseleri Tuanku Syed Sirajuddin, Universiti Teknologi MARA (UiTM) Shah Alam. This programme was concurrently held with a virtual meeting starting at 9:00 a.m. Professor Dr. Jamaliah Said and Professor Dr. Zuraidah Mohd Sanusi, the programme directors, introduced the session. Prof. Dr. Jamaliah briefed the participants on the tentative schedule for Bulgaria and Istanbul, Turkiye. The session then continued with the introductory session with all delegates to SMLT-SLR 2023. The participants were also asked and given details regarding the schedule, documentation, and things to bring to the training. Encik Othman from Saidina Travel also informed the participants on the processes and guidelines to be adhered to on this trip. He also suggested places to visit while leveraging the training course. The briefing ended around 12:30 p.m.











## Training Day 1 : 4 - 5 June 2023 (Sunday & Monday)

### AIRPORT DEPARTURE AND ARRIVAL

#### Zurich Airport Flughafen Zürich

At approximately 8:00 p.m., delegates for Turkish Airlines gathered at KLIA to check in their luggage. As for delegates for Qatar Airways, they started to check-in their luggage around 11:00 p.m. The check-in process was assisted by Encik Othman, tour leader from Saidina Travel, Encik Mustaza Mohamad, Dr. Aziatul Waznah Ghazali and Dr. Nurul Aima Shafie. The flight was scheduled to land at Sofia Airport the next day, June 5, around 8:35 a.m. and 12:40 p.m. for Turkish Airlines and Qatar Airways, respectively. The delegates were transported by bus to the Astoria Grand Hotel in Sofia, Bulgaria.





# CULTURAL DISCOVERY: A GLIMPSE INTO OTTOMAN EMPIRE

## Banya Bashie Mosque, Sofia, Bulgaria

After check-in and having a short rest, all delegates were brought to visit the Banya Bashie Mosque in Sofia. The Banya Bashi Mosque is a historical mosque located in Sofia, the capital city of Bulgaria. It is one of the oldest mosques in the country and holds significant cultural and architectural importance. The mosque was built during the period of Ottoman rule in Bulgaria. Construction of the mosque started in 1576 and was completed in 1579. It was named after the nearby natural hot springs, known as "banya bashi" in Turkish. The Banya Bashi Mosque showcases typical Ottoman architectural elements. It is located in the centre of Sofia, near the central market hall. The Banya Bashi Mosque stands as a symbol of Bulgaria's Ottoman past and represents the country's multicultural heritage. The visit then ended with dinner before going back to the hotel.







## Training Day 2 : 6 June 2023 (Tuesday)

### **MODULE 1 : STRATEGIC LEADERSHIP ROUNDTABLE (SLR): "DRIVING DIGITAL STRATEGY TOWARDS THE ECONOMIC GROWTH"**

International Business School, Sofia, Bulgaria

On June 6, 2023, the delegation visited the Institute of Business School (IBS), Sofia, Bulgaria. The purpose of the visit was to strengthen international cooperation and explore potential partnerships in the fields of management and technology studies. Activities carried out during the visit included seminars, the signing of a Memorandum of Understanding (MoU), and discussions with local universities. A visit to the Institute of Business Studies in Sofia is a successful effort to foster international cooperation and explore partnerships in the field of business studies. The seminar was officiated by Prof. Dr. Haji Mohd Sazili Shahibi, Deputy Vice-Chancellor of Student Affairs, Universiti Teknologi MARA (UiTM).

In this seminar, Assoc. Prof. Dr. Stela Baltova shared some insights on the IBS background and the mission and vision. She also mentioned that the International Business School in Sofia places a strong emphasis on international education and global perspectives. They offer opportunities for international exchanges, collaborations with international universities, and a diverse student body with students from different countries. They also engage in research activities, publish academic papers, and contribute to the advancement of business knowledge.









# ECONOMIC AND SOCIAL COUNCIL (ESC) OF THE REPUBLIC OF BULGARIA

Economic and Social Council (ESC), Sofia, Bulgaria

This roundtable discussion involved the PBBM delegations with the top management of the Economic and Social Council. This discussion enables delegates to gain insights on the local business environment and exchange views on economic and social development. The roundtable discussion provides an opportunity for participants to explore potential areas of cooperation, identify common challenges and share best practices in promoting sustainable economic growth. This session was officiated by Prof. Ts. Dr. Kamal Yusoh, Assistant Vice Chancellor of Universiti Malaysia Pahang (UMP), Malaysia.

The Economic and Social Council(ESC) in Bulgaria is known as an advisory body that plays a significant role in the country's socio-economic development. It is an independent institution established by the Bulgarian Constitution and operates under the ESC Act. The ESC consists of representatives from trade unions, employers' organizations, and other social groups, including NGOs. Its main purpose is to facilitate social dialogue and cooperation among various stakeholders to address economic and social challenges and formulate policies that promote sustainable development and social cohesion.

During this discussion, Mr. Nikolay Pavlov, Director of Economic and Social Council Bulgaria shared in detail the ESC functions to the delegates. It includes consultation where the ESC provides expert opinions, recommendations, and advice to the government and parliament on matters related to economic and social policies, fostering dialogue and collaboration among trade unions, employers, and other social partners and participates in the formulation of national economic and social policies.





As the President of the Economic and Social Council of Bulgaria, Madam Zornitsa Roussinova articulated the environment that nurtures economic growth, social development, and sustainability of Bulgaria in a glance. With her vast experience as a Deputy Minister of Labour and Social Policy in three governments in the period of 2012 – 2020 and Minister of Labour and Social Policy in the period 2016 – 2017, she coordinated the labour market, social inclusion, labour law policies, EU and international affairs, EU funds management. Hence, ESC stands as a beacon of collaboration and partnership, bringing together government agencies, businesses, and community organisations. Through collective efforts and shared responsibility, they have witnessed remarkable transformations in various sectors and agendas. ESC committed to creating an enabling environment for businesses to flourish, formatting education system and attracting investments that generate employment and economic stability.





# LEARNING FROM THE CIVILISATION OF BYZANTINE AND OTTOMAN

Honorary Consulate of Malaysia, Bulgaria, Sofia, Bulgaria

The delegates paid a courtesy visit to the Malaysian Consulate in Sofia. The purpose of this visit is to express gratitude for their support in facilitating travel and discuss potential areas of cooperation between the Consulate and the delegation. Mr. Peter Kouroumbashev, the Honorary Consul of Malaysia and the host of the Gala Dinner, talked about promoting trade and education between Malaysia and Bulgaria. This dinner provides a platform for networking and fosters relationships between delegates, local business leaders, and government officials. It is an excellent opportunity for informal discussions, strengthening existing partnerships, and exploring new ways of cooperating.







## Training Day 3 : 7 June 2023 (Wednesday)

### PLOVDIV: DISCOVERY THE REGIONAL ETHNOGRAPHIC

Plovdiv, Bulgaria

On June 7, 2023, all delegates check-out from hotel at 7:00 a.m. and visited Plovdiv, the second-largest city in Bulgaria and also known for its rich history and culture. Plovdiv is an ancient city with a history that dates back over 6,000 years. It is home to numerous historical and cultural landmarks, including the well-preserved Roman Amphitheatre, the Ancient Roman Stadium, the Old Town with its unique architecture, and various museums and galleries. Meanwhile, in terms of the economy, Plovdiv serves as a regional centre for trade, industry, and services. The city has a strong manufacturing sector, particularly in industries such as textiles, machinery, pharmaceuticals, and food processing. Plovdiv offers a mix of history, culture, education, and economic opportunities, making it an attractive destination for visitors, students, and businesses. This journey continued to Burgas, a city in Bulgaria.









# MEETING WITH BURGAS PORT AUTHORITIES

## Port of Burgas, Bulgaria

After checking into the hotel in Burgas, the delegates were brought to the port of Burgas. The Port of Burgas is the largest Bulgarian port and plays a crucial role in the country's maritime transportation and trade. It serves as a gateway for international shipping and connects Bulgaria to various destinations worldwide. The port plays a crucial role in facilitating international trade for Bulgaria and the region. It serves as a transportation hub for imports and exports, providing connectivity for goods coming from or going to various countries in Europe, Asia, and beyond. In addition to its role in cargo transportation, the Port of Burgas also serves as a cruise port. It receives cruise ships, allowing tourists to explore the region and visit popular attractions in Burgas and nearby areas.







## Training Day 4 : 8 June 2023 (Thursday)

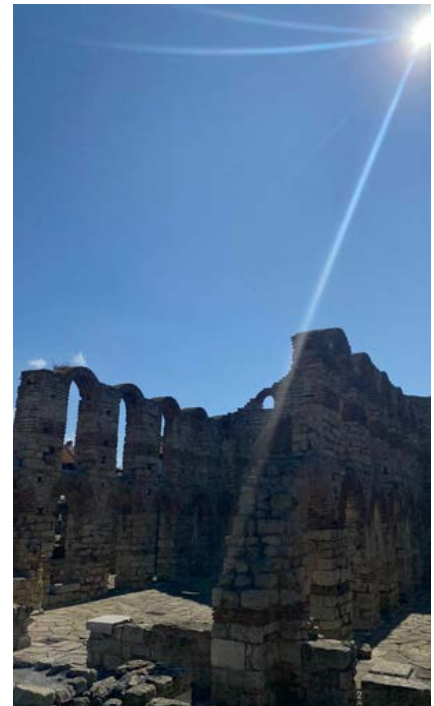
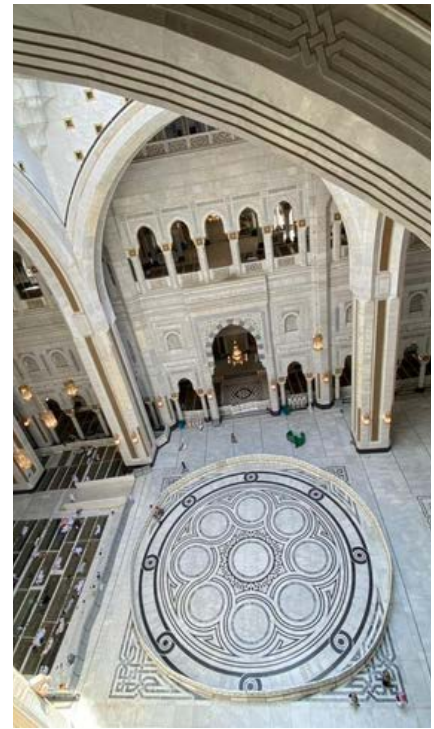
### HISTORICAL DISCOVERY FOR CHRONICLE CITY'S ANNALS AT UNESCO WORLD HERITAGE SITE

Nessebar, Bulgaria

All delegates started their day with a historical discovery in Nessebar. Nessebar is a town located on the eastern coast of Bulgaria, on the Black Sea. It is situated on a small peninsula and is known for its rich history and well-preserved ancient architecture. Nessebar is often referred to as the "Pearl of the Black Sea" due to its historical and cultural significance. The town has a history dating back over 3,000 years and has been inhabited by various civilizations, including the Thracians, Greeks, Romans, Byzantines, and Ottomans. The old town of Nessebar is a UNESCO World Heritage Site. It is renowned for its ancient fortifications, medieval churches, and traditional wooden houses. The town's architecture represents a blend of different periods and influences.









# OPENING OF DOCTORAL COLLOQUIUMS ON GOVERNANCE AND STRATEGIC MANAGEMENT

Burgas Free University, Bulgaria

After having lunch, the delegates continue with the next event, which is the opening of the Doctoral Colloquium on Governance and Strategic Management as well as the Erasmus Programme. In this programme, Prof. Dr. Jamaliah shared his research entitled "Business without Boundaries". Meanwhile, Assoc. Prof. Dr. Nor Balkish also shared his study entitled "Risk Management for Corporate Control Environments." The programme was also attended by PhD students as well as presenters from South Africa, Latvia, Poland, Hungary, Colombia and Turkiye.











## Training Day 5 : 9 June 2023 (Friday)

### **MODULE 2: 6TH INTERNATIONAL CONFERENCE ON GOVERNANCE AND STRATEGIC MANAGEMENT (ICGSM)**

Burgas Free University, Bulgaria

The 6th International Conference on Governance and Strategic Management (6th ICGSM) was successfully held at Burgas Free University (BFU), Bulgaria, on June 8–10, 2023. This conference was organised by Burgas Free University, Bulgaria, and the Accounting Research Institute (ARI). This conference is a platform for academic professionals, researchers, policymakers, and industry practitioners from various countries to exchange ideas and knowledge, share insights, and foster cooperation in the fields of accounting, business management, finance and economics, information science, and strategic management.





# MEMORANDUM OF UNDERSTANDING/ AGREEMENT (MOU/MOA) & LETTER OF INTENT (LOI)

The conference also witnessed the establishment of a Memorandum of Understanding/Agreement (MoU/A) or Letter of Academic Intent (LoI) between universities such as:

- Burgas Free University, Bulgaria
- Universiti Teknologi MARA (UiTM), Malaysia
- Universiti Kebangsaan Malaysia, Malaysia
- Universiti Utara Malaysia (UUM), Malaysia
- Universiti Sultan Zainal Abidin (UNISZA), Malaysia
- Universiti Teknologi Melaka (UTEM), Malaysia
- Universiti Malaysia Terengganu (UMT), Malaysia
- Politeknik Sriwijaya Palembang, Indonesia
- IBIK Bogor, Indonesia

The objective of this agreement is to further strengthen relationships between local universities and international universities, especially in terms of research, conferences, student exchange programmes, and academic curriculum development. This effort is a collective step to foster a culture of academic excellence and contribute to the advancement of education in Malaysia.





# KEYNOTE ADDRESS AND FORUM SESSIONS

The 6th ICGSM 2023 Conference features a series of keynotes and forums. The conference successfully focused on distinguished academic professionals, researchers, policymakers, and industry practitioners from various countries such as Malaysia, Latvia, Bulgaria, Germany, Colombia, Poland, the Republic of South Africa, and Hungary. The keynote series was delivered by leading experts who shared ideas and presented helpful insights throughout the conference. The combination of academic professionals and industry practitioners on a single platform has successfully been a catalyst that can stimulate creative thinking, problem solving, and research direction, which is in line with the theme of this conference, "ESG Standards and Securing Strategic Industries".

The keynote session began with a welcome speech from Prof. Dr. Milen Baltov, Rector of Bugas Free University followed by a keynote address entitled "Integrated Bases Competency in Countering Financial Crime" by Prof. Dr. Zuraidah Mohd Sanusi, Director of the Centre for Profiling and Evaluation, UiTM. Meanwhile, the second keynote address entitled "Financial Crime Investigation: Methodologies and Techniques" was delivered by Dr. Agus Joko Pramono, Vice Chairman, Financial Management Division, Indonesia and the third keynote address was delivered by Prof. Dato' Dr. Roslee Bin Rajikan, Pro Vice-Chancellor (Strategy and Corporate Development), UKM with the presentation title "Development and Implementation of a Strategic Plan for A Research University: The Case of UKM".

In addition, the forum presented by Prof. Chm. Dr. Marinah Binti Mohd Ariffin, Deputy Vice-Chancellor (Research and Innovation), UMT and Prof. Dr. Ahmad Martadha Bin Mohamed, Deputy Vice-Chancellor (Student Affairs and Alumni) also witnessed an exchange of ideas, experiences and best practises related to university development based on good governance and accountability practices as well as how high-impact research can be conducted based on a sustainable synergy between researchers and locals. An interesting discussion during the forum session opened up another research opportunity with international research partners and contributed to a comprehensive understanding of the challenges in university administration and research, thus leading to an exploration of solutions and high-potential directions.







# PRESENTATION OF RESEARCH PAPERS

This session started with the presentation from the Doctoral Colloquium on Strategic Governance and Management. A total of 26 papers were presented by participants from Malaysia, Latvia, Bulgaria, Germany, Colombia, Poland, the Republic of South Africa and Hungary. In addition, a total of 47 papers were presented during the conference with the theme "Governance for Success: Exploring Opportunities in A Dynamic Business Landscape". The presented papers are focused on a variety of themes including:

- Strategic Management and Governance
- Current market challenges, marketing and sales
- Social entrepreneurship
- Financial instruments, accounting and control
- Innovation, investment and human resources
- ESG Model

In conclusion, the 6th International Conference on Governance and Strategic Management (6th ICGSM) showed another benchmark for the success of cooperation between local and foreign universities. This conference was the second organised by BFU as the main organiser. This conference would not have been able to be conducted properly without the close cooperation between BFU and ARI and this is a manifestation of the success of the previously signed Letter of Letter of Intent (LoI).

In addition, the establishment of several Memorandums of Understanding / Agreement (MoU/A) or Letters of Intent (LoI) between local and foreign universities during the conference reinforces the institution's commitment to further enhance cooperation in research, academia, student activities, and exchange programmes among participating universities namely Burgas Free University, UiTM, UKM, UNISZA, UUM, UTEM, UMT, Polytechnic Seriwijaya, Palembang and IBIK, Bogor, Indonesia. The signing of this agreement symbolises the commitment of all parties involved to foster collaborative initiatives that will have a profound impact on academic excellence, research progress and student development. This cooperation will facilitate the application of international research grants, the exchange of knowledge, expertise and resources, innovative research projects, co-publishing, and faculty and student mobility programmes.





## Training Day 6 : 10 June 2023 (Saturday)

### LEARNING FROM COSMOPOLITAN ISTANBUL FOR AN ALLURING ATMOSPHERE OF CONTEMPORARY CITY LIFE

Istanbul, Turkiye

Around 7:00 a.m., all delegates check-out of the hotel in Burgas to travel to Istanbul. It took almost four hours to cross the border from Bulgaria to Istanbul. After crossing the border, all delegates went to visit the Blue Mosque. The Blue Mosque, also known as the Sultan Ahmed Mosque, is one of the most iconic landmarks in Istanbul, Turkey. It is a masterpiece of Ottoman architecture and a popular tourist attraction. The construction of the Blue Mosque began in 1609 and was completed in 1616 during the rule of Sultan Ahmed I. It was built to rival the Hagia Sophia, another significant mosque in Istanbul. After the sight-seeing, all delegates went to the Oran Hotel for check-in.











## Training Day 7 : 11 June 2023 (Sunday)

### CULTURAL DISCOVERY: ESCALATION OF OTTOMAN VILLAGE: CONTENTION TO CIVILIZATION, BURSA

Cumalıkızık Village (Ottoman Village), Bursa, Türkiye

Cumalıkızık is a historical village located in the Yıldırım district of Bursa, Turkey. It is known for its well-preserved Ottoman-era architecture and traditional village atmosphere. It was established during the reign of Orhan Gazi, the second ruler of the Ottoman Empire, and served as a settlement for the people of the nearby city of Bursa. In 2014, Cumalıkızık was inscribed as a UNESCO World Heritage Site along with the historic areas of Bursa. The village's well-preserved architecture and cultural significance were recognised for their outstanding universal value.











## Training Day 8 : 12 June 2023 (Monday)

### **MODULE 3: STRATEGIC LEADERSHIP ROUNDTABLE (SLR) & INTERNATIONAL CONFERENCE ON TECHNOLOGY, HUMANITIES AND MANAGEMENT (ICTHM)**

Istanbul Medipol University, Türkiye

The International Conference on Technology, Humanities and Management (ICTHM2023), organised by the Accounting Research Institute (ARI), was successfully held on June 12 and 13, 2023, at Istanbul Medipol University, Türkiye. The conference serves as a platform for academic professionals, practitioners and researchers from different countries to exchange knowledge, share insights, and foster collaboration in the fields of technology, humanities and management. This report provides a comprehensive overview of the key highlights, achievements and results of ICTHM2023.





# MEMORANDUM OF UNDERSTANDING (MOU)

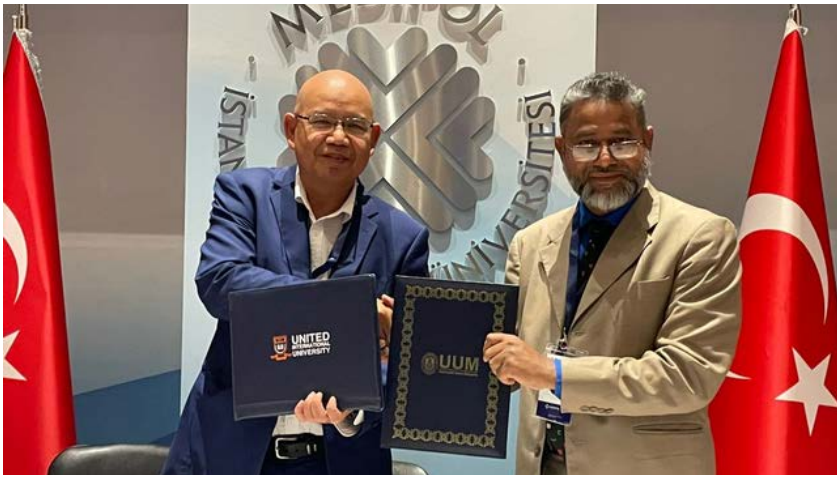
During ICTHM2023, several important Memorandums of Understanding (MoUs) were signed, which marked a commitment to future cooperation and efforts among several local and foreign universities. This MoU serves as the basis for building strong partnerships and facilitating joint research initiatives. The participating universities that signed this MoU include:

- UiTM (Universiti Teknologi MARA), Malaysia
- International Islamic University Chittagong, Bangladesh
- Bolu Abant Izzet Baysal University, Turkiye
- United International University, Bangladesh
- Universiti Utara Malaysia (UUM), Malaysia
- Universiti Kebangsaan Malaysia (UKM), Malaysia
- Universiti Sultan Zainal Abidin (UNISZA), Malaysia

This cooperation will pave the way for more opportunities in research, faculty programmes, conferences, and other academic activities.









# KEYNOTE AND FORUM SESSIONS

The ICTHM2023 conference featured a series of keynote speeches and forum sessions, bringing together renowned academics, researchers and practitioners from various fields. The keynote address was delivered by leading experts who provided valuable insights into the conference's sustainability theme. This speech serves as a thought-provoking catalyst to engage discussion and shape the future direction of research and practise in technology, humanities and management. Forum sessions, a platform for interactive discussions have seen a convergence of professionals from different backgrounds. It facilitates the exchange of ideas, experiences and best practises related to sustainable development. Interesting discussions during forum sessions have contributed to a collective understanding of sustainability challenges and the exploration of potential solutions.

The first keynote address was delivered by Prof. Ts. Dr. Norazah Abd Rahman, Deputy Vice-Chancellor (Research and Innovation), Universiti Teknologi MARA (UiTM). Then, followed by the second and third keynote addresses delivered by Prof. Dr. Mohammad Masrurul Mowla, Pro-Vice Chancellor of the International Islamic University Chittagong, Bangladesh and Ir. Daniel Lumban Tobing CSFA., CFrA, a member of the Board of Financial Examiners of the Republic of Indonesia (BPK). The session then continues with a forum session bringing together academics and practitioners for in-depth discussions on sustainability.

The panel for forum 1 entitled "Building a Sustainable Future: Fostering Synergy Between Technology, Business and Humanity" consists of Prof. Dr. Gokhan Silahtaroglu (Moderator), Mr. Fatih Çiftçi (Chief Executive Officer of Pusula), Prof. Ts. Dr. Kamal bin Yusoh (Assistant Vice-Chancellor (Centre for Corporate and Quality Affairs), Universiti Malaysia Pahang), Prof. Ts. Dr. Shukor Abd Razak (Deputy Vice-Chancellor (Research & Innovation), Universiti Sultan Zainal Abidin), and Prof. Dr. Farid A. Sobhani (United International University, Bangladesh).









# RESEARCH PAPER PRESENTATION

ICTHM2023 received an encouraging response in terms of research paper contributions. A total of 89 research papers were presented during the conference, covering various topics related to technology, humanities and management. This research paper showcases the latest advances, methodologies and innovative approaches in their respective fields.

The conference uses a hybrid mode to accommodate writers from different regions. The authors come from countries such as Malaysia, Turkiye, Bangladesh, Oman, the Netherlands, Pakistan, Russia and the UAE. This diverse participation enriches the conference with a wide range of perspectives and insights from around the world. Presentations promote beneficial discussions, promote networking and foster collaboration potential among participants. With the organisation of the conference using the hybrid presentation mode, it turns out to allow physical and virtual participation. This approach facilitates wider access and ensures a dynamic exchange of ideas despite the challenges posed by the ongoing COVID-19 pandemic. The presentation can reflect the research conducted in their respective fields as well as promote cooperation between different disciplines and partnerships in different areas of knowledge.





# STRATEGIC LEADERSHIP ROUNDTABLE

In conjunction with ICTHM2023, a meeting of academic leaders and practitioners was organised. The meeting served as a platform for 26 delegates from various Malaysian universities and statutory bodies to engage in meaningful discussions. This discussion aims to address the current challenges faced by academics and explore effective strategies to bridge the gap between theory and practise. The meeting facilitated the sharing of best practises, fostered collaboration, and improved the overall quality of education and research in Malaysia.

The International Conference on Technology, Humanities and Management (ICTHM2023) organised by ARI was an impressive success. The agreement with several Memorandums of Understanding (MoUs) between local and foreign universities during the conference signifies a commitment to future cooperation and efforts. Key speeches and forum sessions stimulating thoughtful discussions on sustainability have contributed to the advancement of knowledge in this critical area. The presentation of 89 research papers, involving authors from different countries, showcased various types of research in technology, humanities and management. Finally, meetings with academic leaders and practitioner experts provide a platform for meaningful discussion and aim to fundamentally improve the quality of education and research. ICTHM2023 has undoubtedly established a valuable network of cooperation by fostering academic and research partnerships among institutions around the world. The success of this conference is an inspiration for future efforts and further emphasises the importance of international cooperation in addressing the challenges of a fast-growing world. The organisers expressed their gratitude to all the participants, sponsors, and supporters who contributed to making ICTHM 2023 a memorable event and impactful in the social sphere.









## Training Day 9 : 13 June 2023 (Tuesday)

### 2ND DAY OF INTERNATIONAL CONFERENCE ON TECHNOLOGY, HUMANITIES AND MANAGEMENT (ICTHM)

Istanbul Medipol Univesity , Turkiye

ICTHM Day Two started with a keynote speech by Prof. Dr. Ali Gunes from Bolu Abant Izzet Baysal University, Turkiye. He delivered his speech on the topic "The Importance of Soft Skills in Personal Growth". Then, this session continued with the keynote speech by Prof. Dr. Farid A. Sobbhani from United International University, Bangladesh on the topic of "Integration of Technical Skills and Human Qualities". After a short break, the session continued with forum 2 session entitled "Innovation for Social Good: Harnessing the Power of Technology to Address Global Challenges" consisted of Associate Prof. Yurdağül Meral (Moderator), Assist. Prof. Mustafa Arslan (Ankara Medipol University), Assoc. Prof. Ir. Ts. Dr. Juliana Johari (Assistant Vice-Chancellor (Infostructure), Universiti Teknologi MARA), Assoc. Prof. Datuk Dr. Sabri Bin Mohamad Sharif (Deputy Vice-Chancellor of Student Affairs & Alumni, Universiti Teknikal Malaysia Melaka), Dr. Muhummad Khairul Islam (Institute of Energy Policy and Research (IEPre) Putrajaya Campus, Universiti Tenaga Nasional) and Dr. Ipung Purwatiningsih (University of Indonesia). The ICTHM conference ended with a group photo.









# CRUISE AT NIGHT

## Bosphorus Strait, Turkiye

Later at night, all delegates were brought to experience the city's unique blend of historical and modern attractions while enjoying the scenic views along the Bosphorus Strait. The Bosphorus Strait is a narrow waterway that separates the European and Asian sides of Istanbul, connecting the Sea of Marmara to the Black Sea. All delegates enjoy breathtaking views of Istanbul's skyline, historical landmarks, waterfront mansions and palaces, and charming neighbourhoods along the shores of the strait.







## Training Day 10 : 14 June 2023 (Wednesday)

### MODULE 4: SEMINAR ON STRATEGIC MANAGEMENT AND INNOVATION

Oran Hotel, Turkiye

On June 14, 2023, marks the final training for SMLT-SLR 2023 delegates. Early in the morning, the delegates had a small closing session where each of the participants shared their thoughts and learning experiences that they had gained during the training programme. They also came out with several plans and initiatives to achieve organisational goals. After the closing, they proceed with their own activities before checking out of the hotel.





# VISIT GRAND BAZAAR

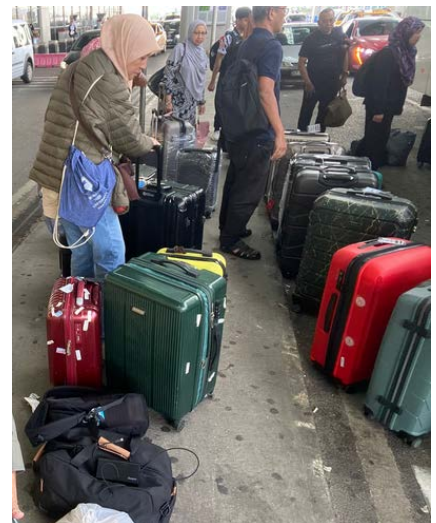
Around 12:00 p.m., all delegates are required to check-out of the hotel for their last visit to Grand Bazaar. The bazaar is one of the largest and oldest covered markets in the world, spanning an area of about 54,600 square meters (590,000 square feet) and containing over 4,000 shops. It is located in Istanbul, Turkey, and has a rich history that dates back several centuries. The Grand Bazaar was originally constructed in the 15th century, during the Ottoman Empire. Over the years, it has grown and expanded, becoming a center of trade and commerce. The bazaar has undergone several renovations and additions, resulting in its current labyrinthine structure with numerous interconnected passages, courtyards, and alleys. They sell a variety of goods, including jewellery, textiles, carpets, spices, ceramics, leather goods, and traditional Turkish crafts.





## DEPART TO KUALA LUMPUR

After buying souvenirs and having lunch at Grand Bazaar, they headed to the airport for check-in. Delegates for Qatar Airways departed from Sabiha Gokcen International Airport, while delegates for Turkish Airlines departed from Istanbul International Airport. They arrived in Malaysia at approximately 2:40 p.m. and 4:40 p.m.





# REFLECTION

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In the 5th Strategic Management and Leadership Training (SMLT) 2023 and Strategic Leadership Roundtable (SLR) 2023 training programme, delegates were exposed to various topics related to strategic management and leadership. The curriculum covers areas such as strategic planning, organisational change management, innovation and creativity, decision-making, and effective communication. The SMLT programme not only provides participants with valuable knowledge and skills but also creates opportunities for long-term professional relationships and collaboration. By bringing together professionals from different sectors, facilitating interaction with international experts through conferences, and offering a platform for strategic leadership discussions, the programme aims to empower participants to become effective leaders in their respective organisations. Overall, the Strategic Management and Leadership Training (SMLT) programme is a comprehensive initiative that combines theoretical knowledge, practical applications, and networking opportunities to enhance the strategic management and leadership capabilities of participants. By leveraging the expertise of well-known institutions and facilitating collaboration among professionals, the programme aims to contribute to the development of effective leaders in the Malaysian public sector.



# ACKNOWLEDGEMENT

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