

► 22 MAY – 09 JUN 2017 ◀



A GLOBAL LEADING  
EXECUTIVE PROGRAMME:  
**SENIOR  
MANAGEMENT  
PROGRAMME**

EXECUTIVE EDUCATION



► KEY INFORMATION ◀

**Date & Duration**

22 May – 09 June 2017 (3 WEEKS)

**Venue**

Lee Kuan Yew School of Public Policy  
National University of Singapore  
(469C Bukit Timah Road Singapore 259772)

**Programme Fees\***

- › S\$23,625 + 7% GST# (Without accommodation)
- › S\$29,925 Nett (With accommodation)

**Applications**

Please submit completed Application Form & CV  
(Refer to enclosed form for more details)

**Deadline for Applications**

21 April 2017

**Contact**

Executive Education Department  
Lee Kuan Yew School of Public Policy  
Tel: (65) 6516 8697 / (65) 6601 1183  
Fax: (65) 6872 9291  
Email: lkysppep@nus.edu.sg

More so than before, public managers find themselves operating in environments that can variously be described as uncertain, unpredictable and even disruptive. They may also find that the problems they face are often interconnected, or that they interact with, policies or problems which are not within their (or their agencies') control. Yet another feature of the context that public managers now face is their limited ability to precisely control or engineer specific outcomes. At best, they can try to influence the outcomes by creating the conditions that would allow the environments they operate in to evolve in desirable directions.

In recent years, public management studies and the economics discipline have begun to take seriously the idea that our societies and economies, as well as the organisations and institutions we operate in, are complex adaptive systems. Understanding this complexity helps public managers to make sense of the possibilities and limitations of their policies. It also helps them to see their role as "system stewards", rather than as social engineers. Finally, this understanding enhances their ability to work in more adaptive and experimental ways.

Now into its 12<sup>th</sup> year, the LKY School of Public Policy's Senior Management Programme (SMP) is a three-week intensive and immersive learning experience designed to equip director-levels officials in public institutions with the skills and sensibilities to serve as leaders and change agents in complex environments. SMP 2017 will explore the overarching theme of Leadership, Innovation and Public Policy: Managing in Disruption, included a week long Immersive Integrated Management Exercise (IMEX) in Thailand to experience first-hand entrepreneurial and innovative spirit of Chiang Mai.

“An eye opening and truly enriching experience on the art and science of multi-stakeholder governance in 21<sup>st</sup> century. Above all, it has a remarkable line-up of erudite academia and reputable practitioners in governance and public administration”

**Abdul Razak Bin Abdul Raheem** (SMP Class of 2016)  
Director, Public Affairs Department, Singapore Civil Defence Force, Singapore

\* Fee is based on per-person basis and includes food, refreshments, transportation between hotel and the LKY School on programme days, site visits, and learning support materials. Overseas participants should arrange their own visa, travel costs from Singapore, and cover their living expenses while in Singapore and Chiang Mai. The LKY School does not provide scholarships or financial aid for this programme.

# Goods and Services Tax (GST) is applicable for Singapore-based participants and overseas participants who are self-funded or sponsored by a Singapore organisation.

## ▶ PROGRAMME OBJECTIVES ◀

The Senior Management Programme (SMP) provides participants with a unique opportunity to step back from their day-to-day responsibilities and embark on a journey of intellectual and personal renewal to improve their performance as leaders.

By attending this programme, SMP participants can expect to:

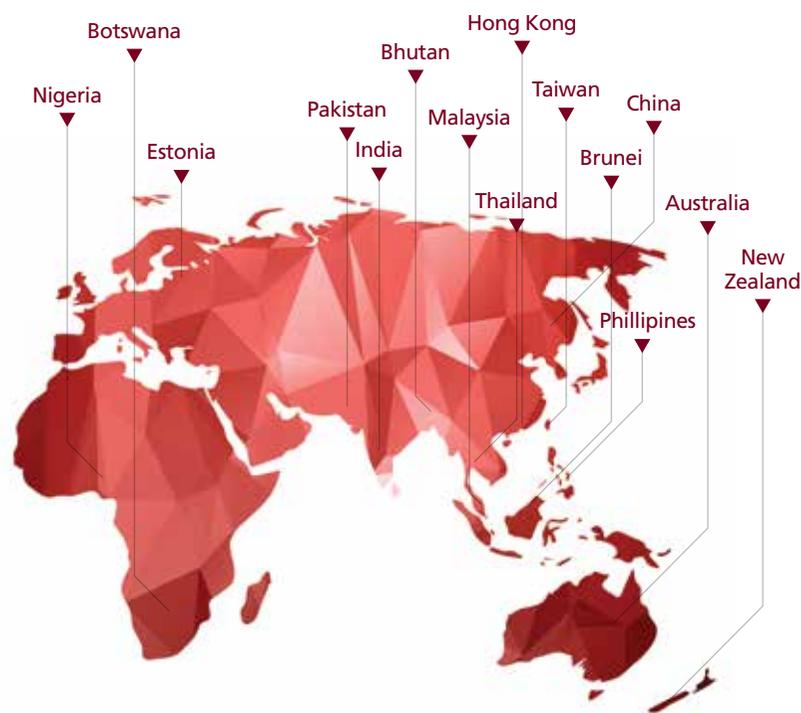
- › Gain broader perspectives on complex public policy issues
- › Sharpen analytical skills for multi-stakeholder settings
- › Acquire new strategic management approaches and leadership abilities
- › Establish a valuable network of global peers

## ▶ TARGET AUDIENCE ◀

The SMP is designed for senior executives and professionals in the government, non-profit and private sectors, who are poised to become the next-generation leaders in their organisations. The ideal SMP candidate should be a senior functional head or director of an organisational unit with at least 8 years of significant managerial experience.

The programme will be conducted in English, thus participants must be proficient in the language.

Past SMP participants include senior executives and directors from Australia, Bhutan, Botswana, Brunei, China, Estonia, Hong Kong, India, Malaysia, New Zealand, Nigeria, Pakistan, Philippines, Singapore, Taiwan, and Thailand.



## ▶ THE LEARNING APPROACH ◀

- › Practical application
- › Networking & interaction
- › Exclusive closed door dialogues
- › Regular feedback & reflections

## ▶ INNOVATIVE & LEADING-EDGE LEARNING ◀

Taking a step towards harnessing technology for executive learning, classroom learning during the SMP will be paper-less – all programme materials, reading notes, and presentation slides will be accessible online via personal smart devices.

## ▶ PROGRAMME FOCUS & CURRICULUM ◀



The SMP facilitates participants to build on their strengths to positively influence their organisations and their broader society. The programme provides in-depth treatment of organisational dynamics and clear understanding of the global forces that affect institutions and the world today.

To realise this vision, SMP 2017 consists of 2 integral components: (i) 2 weeks of classroom lectures and presentations in Singapore, and (ii) a week-long overseas learning trip to Chiang Mai, Thailand.

### WEEK 01 FOUNDATIONS & CORE CONCEPTS (SINGAPORE)

These interactive and foundational sessions will introduce participants to different frameworks, concepts and tools that will help them make sense of their operating environments and to tackle emerging public policy challenges. These modules include the principles and practice of leadership, ethics, lessons from complexity science and behavioural economics, design thinking, and strategic foresight.

### WEEK 02 INTEGRATED MANAGEMENT EXERCISE (OVERSEAS)

The Integrated Management Exercise (IMEX\*) offers a unique opportunity for participants to tackle a wicked, multi-faceted problem in a real-life governance setting. During the IMEX, participants are required to apply the leadership skills and knowledge acquired in the first week of the programme to create a viable strategic plan that resolves implementation hurdles associated with the real-life case study. IMEX 2017 will focus on the challenges of stakeholder management and urban governance in Chiang Mai, Thailand.

### WEEK 03 INTEGRATION & REFLECTION (SINGAPORE)

The knowledge and insights gained from foundation modules and IMEX will be synthesised in the final week. Participants will be given the chance to sign up for different parallel learning tracks that will focus on different dimensions of the challenges of the public policy enterprise. Participants in different groups will then work with faculty, through discussions and site visits, to prepare a capstone reflection presentation before their peers.

\* The costs associated with this week-long overseas learning component are included in the programme fee. These include the return economy flights, local transport, accommodations, meals, and travel insurance for each participant. Subject to local conditions and hotel availability at the designated country/ town, accommodation may be in a 4-star hotel or equivalent.

## ► FACULTY & SPEAKERS ◀

The SMP is taught by internationally recognised faculty and senior practitioners with diverse backgrounds in government and business. Participants will be given ample opportunity to learn, share ideas and engage with them to benefit from their wealth of global experience and deep knowledge through this programme.

### **Professor Lim Siong Guan**

*Professor (Practice)*

*Lee Kuan Yew School of Public Policy*

Siong Guan was appointed Group President of GIC in September 2007. He was Chairman of the Singapore Economic Development Board from October 2006 to June 2009. He has been an Adjunct Professor in the Lee Kuan Yew School of Public Policy at the National University of Singapore since 2005, instructing on leadership and change management, as well as a Senior Fellow of the Civil Service College since 2006. Prof. Lim Siong Guan was the Head of the Singapore Civil Service from September 1999 to March 2005. He has chaired the Inland Revenue Authority of Singapore (2004-2006), the Accounting and Corporate Regulatory Authority (2004-2006) and, the Central Provident Fund Board (1986-1994). He has been the Permanent Secretary of the Ministry of Defence (1981-1994), the Prime Minister's Office (1994-1998), the Ministry of Education (1997-1999) and the Ministry of Finance (1999-2006). Prof. Lim Siong Guan is a member of the SwissRe Advisory Panel and of the International Board of the stars Foundation, a Swiss foundation that promotes leadership development for leaders of the next generation. He chairs the Board of Directors of Honour (Singapore), a charity that seeks to promote the culture of honour and honouring in Singapore.

### **Associate Professor Donald Low**

*Associate Dean (Executive Education & Research) & Associate Professor (Practice)*

*Lee Kuan Yew School of Public Policy*

Donald has administrative oversight of the School's research centres and leads the School's executive education efforts. His research interests include inequality and social spending, behavioural economics, economics and public policy, public finance, and governance and politics in Singapore. Prior to his current appointment, Donald served 15 years in the Singapore government in various senior positions. During that time, he established the Centre for Public Economics at the Civil Service College of Singapore. He was Director of Fiscal Policy at the Ministry of Finance from 2004 to 2005, and Director of Strategic Policy Office in the Public Service Division from 2006 to 2007. Donald holds a double first

in Politics, Philosophy and Economics from Oxford University, and a Masters in International Public Policy from The Johns Hopkins University's School of Advanced International Studies. He is currently Vice President at the Economics Society of Singapore.

### **Dr. Adrian Kuah**

*Senior Research Fellow & Head (Research Support Unit)*  
*Lee Kuan Yew School of Public Policy*

Adrian is a Senior Research Fellow at the Lee Kuan Yew School of Public Policy. His research interests include futures studies, complexity science and political philosophy. Adrian started his career in the civil service as an economist in the Monetary Authority of Singapore. He then worked in the private sector as a business strategy consultant before embarking on an academic career with the S. Rajaratnam School of International Studies (RSIS), Nanyang Technological University. As Assistant Professor in the Military Studies Programme, he taught on the MSc programmes as well as the Goh Keng Swee Command and Staff College's courses. He returned to the civil service in 2013 as Lead Strategist in the Centre for Strategic Futures, Strategic Policy Office, Prime Minister's Office, where he was involved in whole-of-Government futures research and scenario planning. He led a team of researchers in analysing complex, cross-cutting public policy issues across the social, economic, infrastructure and security domains.

### **Dr. Leong Ching**

*Senior Research Fellow*

*Lee Kuan Yew School of Public Policy*

Leong Ching obtained her PhD in Public Policy from the Lee Kuan Yew School of Public Policy. She is the recipient of the Wang Gung Wu Medal and Prize winner 2013, (Best PhD Thesis in Humanities and Social Sciences). She has previously worked as a newspaper and television reporter and has graduate degrees in philosophy, information technology and journalism. Her research interests include water policies, public sector reform, and communication strategies. Her current research project includes examining the impact of communication on the implementation of water policies, narratives and third-party governance.

### **Associate Professor Zeger van der Wal**

*Assistant Dean (Research) & Associate Professor*  
*Lee Kuan Yew School of Public Policy*

Zeger is a seasoned lecturer, researcher, and consultant in the areas of organizational values and culture, integrity management, performance management, and work motivation. Currently, he is a senior Faculty member at the Lee Kuan Yew School of Public Policy. Van der Wal has educated and trained over 1500 graduate students and senior officials across the globe. He obtained his PhD in Public Administration cum laude (with distinction) from VU University, The Netherlands, in 2008. In that same year, he was awarded the National Postdoc Award from the Netherlands Institute of Government (NIG). He worked at the VU University as Assistant Professor from 2008 to 2012. Before he entered academic life he worked as policy maker for the Municipality of Amsterdam, and later as project assistant for the province of Southern Holland. In 2014, he was awarded the prestigious Humanities and Social Sciences (HSS) Faculty Research Fellowship as well as the school's Faculty Teaching Excellence Award. In recent years, he has developed an active portfolio of executive education and consulting assignments on integrity management and ethical decision-making, code of conduct design, public service motivation, strategic management, and performance management.

### **Professor Danny Quah**

*Li Ka Shing Professor of Economics*

*Lee Kuan Yew School of Public Policy*

Danny is Li Ka Shing Professor of Economics at the Lee Kuan Yew School of Public Policy. He was previously Professor of Economics and International Development, and Director of the Saw Swee Hock Southeast Asia Centre at the London School of Economics and Political Science. He obtained his PhD from Harvard University in 1986 and was Assistant Professor at MIT's Economics Department before leaving for LSE in 1991. He served as LSE's Head of Department for Economics (2006-2009), and Council Member on Malaysia's National Economic

Advisory Council (2009-2011). His research interests include income inequality, economic growth, and international economic relations. His current long-term research project is on an economic approach to world order, with focus on global power shift and the rise of the east, and models of global power relations. He gave the third LSE-NUS lecture in 2013, TEDx talks in 2014 and 2012, and the Inaugural LSE Big Questions Lecture in 2011. In 2016 he was named one of the top 100 Economics blogs in the world. His research has been supported by the John D. and Catherine T. MacArthur Foundation, the British Academy, the UK's Economic and Research Council, and the Andrew Mellon Foundation.

### **Dr. Ora-orn Poocharoen**

*Adjunct Associate Professor*

*Lee Kuan Yew School of Public Policy*

*Dean, Faculty of Political Science and Public Administration, Chiang Mai University*

Ora received her PhD in Public Administration from the Maxwell School of Citizenship and Public Affairs, Syracuse University. She has a Master of Law from University of Tokyo in Political Science and a Bachelor of Law from Hitotsubashi University in International Relations, Japan. Her research interests include comparative public management, network management, human resource management, urban governance, and sub-national conflict in Thailand. Her current research projects are on talent management in the public sector, the role and power of city mayors, public participation in budgeting, and public participation in development projects in the Deep South of Thailand. She has advised and researched for various institutes in Thailand, including the National Counter Corruption Commission of Thailand, the Office of the Public Sector Development Commission, the Bureau of Budget, the Public Policy Development Office, Action Aid, and the World Bank in Bangkok, and also for international organisations such as Transparency International and the Asia Foundation. From 2009-2011, she held the position of Assistant Dean (Student Affairs) at the LKY School and committee chair for the Master in Public Administration programme.

\*The list of faculty and speakers is non-exhaustive and subject to changes.

## ▶ THE LEE KUAN YEW SCHOOL OF PUBLIC POLICY ◀

National University of Singapore

### MISSION

*To be the leading global public policy school in Asia, developing thought leadership and improving standards of governance, helping to build better livelihoods and contributing to a more sustainable world.*

Since its launch in August 2004, the LKY School has grown remarkably. Today, it is widely regarded as Asia's premier public policy school, where outstanding scholars, public officials and students from all over the world gather to study, research and exchange ideas on how Asian countries can be better governed through more effective policymaking and implementation. The LKY School aims to educate and train a new generation of globally-minded policymakers from the public and private sectors, who will help transform Asia in the 21<sup>st</sup> century by raising the standards of governance in their respective countries.

### GROWTH

The LKY School is a leading centre for public policy study and research; four research centres of excellence striving to produce cutting-edge research in energy, water, information and innovation and global governance; partnerships with leading global public policy schools; and a distinguished faculty from Harvard, MIT, Princeton and other leading institutions across the globe. Today it is recognised as one of the fastest growing schools in the world.

### FACULTY

The School's reputation for excellence rests on its distinguished faculty. A significant proportion of the faculty members have been trained at leading global universities and have deep knowledge of both Asia and the West. The School also has leading experts from India, China and ASEAN who bring with them tremendous academic and practical knowledge of the region.

### EXECUTIVE EDUCATION

Executive Education at the Lee Kuan Yew School of Public Policy plays an integral role in our mission. Our programmes are designed to serve the needs of organisations and working professionals in the public, private and non-profit sectors, helping strengthen their leadership and management capabilities to perform more effectively in this rapidly changing environment. Our experienced team of faculty and senior practitioners seeks to integrate cutting-edge research with practical know-how and expertise. Our customised programmes can be structured for a few days to several months. Since 2004, more than 13,800 executives and officials from over 100 countries and territories have benefitted from attending an LKY School Executive Education Programmes.

For more information, visit us at <http://lkyspp.nus.edu.sg/executive-education/>

## ▶ APPLICATION FORM ◀

Application deadline: 21 April 2017

## SENIOR MANAGEMENT PROGRAMME

### 22 May – 09 June 2017

Kindly complete the **Application Form** and submit together with a copy of participant's CV either by email or post.

### › Participant Details

MR/MS/DR/OTHERS\* (If others, please specify) \_\_\_\_\_

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

ORGANISATION \_\_\_\_\_

ADDRESS OF ORGANISATION \_\_\_\_\_

NATIONALITY \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_ MOBILE NUMBER \_\_\_\_\_

DIETARY RESTRICTION (IF ANY) \_\_\_\_\_

NO. OF YEARS OF RELATED EXPERIENCE \_\_\_\_\_

### › Programme Expectation

Kindly complete all the following questions. If space is not sufficient, please add a separate page and submit together with application form.

MOTIVATION FOR JOINING THIS PROGRAMME (1–2 sentences)

DESCRIBE YOUR CURRENT ROLE IN YOUR ORGANISATION (1–2 sentences)

### › Payment Details

#### Programme Fees\*:

[ ] S\$23,625 + 7% GST# (Without accommodation)

[ ] S\$29,925 Nett (With accommodation)

Please indicate programme title and year of completion: \_\_\_\_\_

\* Fee is based on per-person basis and includes food, refreshments, transportation between hotel and the LKY School on programme days, site visits, and learning support materials. Overseas participants should arrange their own visa, travel costs from Singapore, and cover their living expenses while in Singapore and Chiang Mai. The LKY School does not provide scholarships or financial aid for this programme.

# Goods and Services Tax (GST) is applicable for Singapore-based participants and overseas participants who are self-funded or sponsored by a Singapore organisation.

**Mode of Payment:**

SPONSORED BY  INDIVIDUAL  OWN ORGANISATION  OTHER ORGANISATION

Please state the Sub-BU Code if sponsored by Singapore government agency:

\_\_\_\_\_

**Payment Contact:**

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

ORGANISATION \_\_\_\_\_

BILLING ADDRESS \_\_\_\_\_

\_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

How did you hear about this programme (You may select more than one option):

- PREVIOUS PROGRAMME PARTICIPANT  LKY SCHOOL ALUMNI  LKY SCHOOL WEBSITE
- LKY SCHOOL SOCIAL MEDIA  LKY SCHOOL EMAIL/ NEWSLETTER  INTERNET SEARCH
- PROGRAMME BROCHURE  OTHERS: PLEASE SPECIFY: \_\_\_\_\_

Please indicate below if and how you wish to be contacted for future updates of LKY School programmes and events:

- OFFICE NUMBER  EMAIL  NO, I DO NOT WISH TO BE CONTACTED

› **Cancellation Policy and Important Notes**

The LKY School reserves the right to determine the final list of participants taking diversity into account.

Once confirmed, should the participant cancel four (4) weeks before the programme, the LKY School will charge the participant or the sponsoring organisation a cancellation fee equivalent to 50% of the programme fee. LKY School reserves the right to postpone or cancel the programme by giving at least 14 days notice.

Please note that photography, audio, and video recording may occur during the programme. All photography, audio, and video recording may be used for the purpose of LKY School’s marketing, publicity purposes in print, electronic, and social media. If you do not wish to have your image recorded or published, for compelling and legitimate grounds relating to your particular situation, please inform us via email before the start of the programme. LKY School shall not be responsible for photographs and/ or videos taken by unauthorised persons during the programme.

By signing this application form, you agree that LKY School and NUS may collect, use, and disclose your personal data, as provided in this application form, for the following purpose in accordance with the Personal Data Protection Act 2012 and our data protection policy:

- › Disclosure and transfer of your data to third party service providers, agents and/ or our affiliates or related corporations that provide administration, data processing, computer, or other services to LKY School and NUS.

Please visit our website at <http://www.nus.edu.sg/legal-information-notice> for further details on our data protection policy, including how you may access and correct your personal data or withdraw consent to the collection, use, or disclosure of your personal data.

I have read the above and accept the terms.

\_\_\_\_\_  
**Applicant’s Signature**

\_\_\_\_\_  
**Date**

Send your application materials to us by email or post. Put “**SENIOR MANAGEMENT PROGRAMME**” as the email subject line or on the envelope flap.

You can also submit your application **ONLINE**. Visit [www.lkyspp.nus.edu.sg/executive-education/](http://www.lkyspp.nus.edu.sg/executive-education/) for more details.

► **SINGAPORE: AN IDEAL SETTING** ◀

One of the world’s global cities, Singapore has evolved rapidly from a small trading outpost to a dynamic, multi-cultural and cosmopolitan city-state. Singapore’s transformation and development during its first 50 years has gained global recognition, and is especially notable since the country lacks natural resources and domestic raw materials. Through consistent adaptation of best practices and development of own solutions, Singapore has grown to be respected as a capable and forward-looking nation. Political leadership, strategic planning, policy design and implementation have propelled the society upwards and forwards, resulting in a high standard of living and a sound environment for investments, scientific development, education and research. Singapore’s civil service is considered to be one of the most competent, efficient and uncorrupt bureaucracies in the world, and is considered a key component in Singapore’s successful development.

Foreign government agencies and leaders see immediate value in learning from Singapore’s experience. The country frequently receives delegations and officials interested to gain knowledge and ideas to benefit their own public administration, policies and governance systems. Universities and institutions in Singapore frequently play hosts to renowned scholars, thinkers and global leaders, and the nation acts as headquarters to many leading international organisations and companies. Through its geographical accessibility, ease of communication, high levels of security and safety as well as a business-friendly climate, Singapore has become a melting pot of diverse cultures and perspectives.

Participants who have attended our Executive Programmes have benefitted from this enriching and meaningful learning experience.



► **ADMISSION** ◀

Admission to the SMP is subject to review and acceptance by the LKY School. Successful applicants will receive a Letter of Acceptance, and full payment must be received before the programme commencement for final confirmation. Applications are processed on a rolling basis.

The LKY School does not provide scholarships or financial aid for SMP.

All participants will receive a course certification from LKY School upon completion of the programme.

EXECUTIVE EDUCATION

## LEE KUAN YEW SCHOOL OF PUBLIC POLICY

National University of Singapore  
469C Bukit Timah Road  
Singapore 259772



[LKYSPP.nus.edu.sg](http://LKYSPP.nus.edu.sg)



Reg. No. 61Q16277



EXCELLENCE IN MANAGEMENT SYSTEMS  
AND COMPLIANCE

