



Nottingham University  
**Business School**

UK | CHINA | MALAYSIA

# **Transform Talent Shape Your Future**

**Executive Education and  
Knowledge Exchange**

**高管培训与知识交流**

**Nottingham University Business School China**

**诺丁汉大学商学院（中国）**

# Shaping Future Business Leaders

## 塑造未来领军人才

With a global mindset, NUBS China executive education equips business leaders with a right blend of business theories and applications that empower your business for a global impact.

同步国际商业脉动，诺丁汉大学商学院（中国）高管培训致力于培养兼具前沿理论与商业实践经验的国际化商务领袖，塑造具有国际影响力的卓越企业。

“

*NUBS China is unique as part of the first Sino-foreign university in China. Our programmes are taught in English by highly qualified faculty from around 30 countries and regions, based full time in China. This wealth of international experience ensures that all our programmes prepare students for the challenges of operating in a global business environment as well as meeting the demands of working in China.*

*Our academic staff ensure that their teaching is kept relevant and up-to-date through their engagement in leading edge research, much of it linked directly to business and industry. We provide executive education programmes to leading businesses in China and beyond, as well as engaging with start-up businesses through the Ningbo Nottingham International Incubator Park.*

**Welcome to NUBS China!** ”



**Professor Martin Lockett**

Dean  
Professor of Strategic Management  
Nottingham University Business School China

# Engage the World from NUBS China

## Accreditations and Rankings

The QS World University Rankings  
2019 ranks us 96<sup>th</sup> in the world  
2019 年 QS 世界大学排名第 96 名



36<sup>th</sup> of all Chinese universities in  
Management discipline ranking  
2018 年世界大学学术排名中  
宁波商学院位列管理学科中国第 36 名



Awarded Gold in the Teaching  
Excellence Framework  
英国教学卓越框架  
金奖认证



One of the 176 accredited  
business schools in 42  
countries by European  
Quality Improvement  
System  
欧洲质量发展认证体系  
高品质认证



**PRME** United Nations PRME  
Champion School  
2018-2019 联合国 PRME 领军学校



澳大利亚注册  
会计师公会



英格兰及威尔士  
特许会计师协会

**CFA Institute**  
特许金融分析师协会



国际精英商学院协会

Ningbo Municipal Key Discipline and  
Programmes

Business Management  
Finance, Accounting and  
Management; International Business  
宁波市高校重点建设学科和专业  
工商管理  
财务管理  
国际商务



特许管理会计师公会



特许公认会计师公会



英国特许市场营销协会



# Our Unique Features

## International



- Very international environment with more than 400 academics in 3 faculties from over 48 countries and regions
- Study "abroad" at home - global footprint (China, UK, and Malaysia) and worldwide partners
- World-class trainings that utilize best global business practices adapted to the local business environment in China



## Innovative

- Highly innovative: active learning techniques: case studies, role-plays, business simulations, teamwork & company visits, etc.
- Focus on developing entrepreneurial creative leaders
- Emphasize new research-based skills that can be quickly applied at work



## Interactive

- Interactive teaching and learning techniques
- Highlight participant's interaction between each other, with high quality academic staff and management practitioners



## Implementation

- Focus not only on teaching content well, but also on ensuring that taught content is implementable in the company
- Idea Improvement Projects: discussing the company's practices in class and comparing those to other companies' best practices; having multiple people from one company in the program to make change easier



## Impact

- Research with practical implications; Expose participants to the latest management thinking and technology of relevance for China and the world
- Aimed not just to teach some content or being entertaining, but to have a big impact on client organizations

“

*At the Nottingham University Business School China, we customise our Executive Education programmes with our interactive way of teaching in a highly international environment exposes you to the most current business thinking with a strong global perspective. We blend theory and practice to help you gain knowledge and skills to immediately and practically implement insights in your organisation to achieve market impact. The majority of our Executive Education programmes are taking place at our campus, and this unique living- and-learning creates an ideal context to step away from the usual routine and spend focused time learning from the faculty and fellow participants.*”



刘任远 教授

Professor Martin J. Liu

Associate Dean, Research & Knowledge Exchange  
Professor of Marketing and Innovation  
Nottingham University Business School China

## Overseas Work-Study Programme

An overseas study-work programme could be a great opportunity to not only develop professional knowledge but also expand your cultural horizons.

## Customized Programme

Our programmes are designed specially for individual companies or a group of companies. It is encouraged to discuss the real problem of the company in the class.

## Professional Certificate Training

We have a team of world-class academics dedicated to designing, delivering and expanding a portfolio of professional training programmes which will strengthen your profile and enrich a qualification alongside your job.

# Why NUBS China



## Globally Diverse

We are connected – locally, nationally, and globally



**Internationally Accredited**

**Good Reputation and High Ranking**



Our research addresses global challenges and **more than 97%** is internationally recognized – Research Excellence Framework, 2016

**Research Based Teaching Model**

**Extensive Experiences**

**15** years  
**1400+** executives  
**7000+** alumni

## How will you benefit



### Individuals will

- Gain new skills which enable them to become more competent and effective as a professional
- Increase confidence and overall capability to complement their career aspirations
- Grow a clear commitment to self-development, improved professionalism and an opportunity to identify and resolve knowledge gaps
- Develop new insights from globally significant research

### Organisations will

- Develop leadership performing at their best
- Win employee's commitment and loyalty through personal development
- Improve reputation for innovation and the latest thinking in their sector
- Gain greater organizational flexibility
- Enhance skills, technologies and processes from practical, business-specific training





# Our Partnership Methodology



## Diagnostic Phase

1

Understanding your organisation through diagnostic conversations with key stakeholders, needs analysis, client documentation and clarifying key challenges.



## Design Phase

2

We collaborate closely with you to deliver a tailored programme that stimulates your people, creates change, and positively impacts the organisation.



## Delivery Phase

3

Your Nottingham University Business School China learning journey starts. Applying the latest thinking to your organisation's challenges and creating new opportunities of growth for individuals and the organisation.



## Impact and Review

4

We evaluate every step of the journey to measure the programme experience and its impact.

## Our Expertise

Globalizing Business

Digital Marketing

Financial Risk  
Management

Innovation and  
Entrepreneurship

Strategy

Leadership

China & the World Economy

Operations  
Management

Human Resources  
Management

Big Data &  
Decision-Making

# Leading People, Teams and Change

“Leaders are those who empower others”

In today's society, human capital is even more important than financial capital. With the continuous development of Chinese and international companies, competition is increasingly fierce. The global environment is becoming more complex. So companies need more and higher quality leaders to help them achieve success. This module will enhance the efficiency of your company's leadership to maximize their contributions to the company.

## Who should attend

*The module will be customized according to the needs of executives, managers and professionals from different organization levels:*

/middle/ senior executives

/managers and professionals

## How You Will Benefit

This module will enable you to:

- Expand your horizons with innovative, international leadership ideas
- Understand the unique features of a highly effective leader in China
- Lead and inspire others more effectively as individuals and in teams
- Understand different leadership styles and their effectiveness
- Develop awareness of your strengths and how to use them
- Understand others to build trust, influence and deal with conflicts
- Lead organizational change more effectively



## Prof. Martin Lockett

/ PhD, University of Cambridge

/ Dean, Nottingham University Business School China

/ Professor of Strategic Management

## Key Focus

### The Fundamentals of High-Performance Leadership

- What makes good leaders at all levels of organisations
- Key leadership styles
- Situational leadership and coaching
- Leadership transitions

### Strengths-based Leadership Development

- Strengths-based versus traditional approaches
- Identifying and recognising your personal strengths
- Developing a personal action plan
- Using your personal strengths as a leader

### Innovative Leadership

- The importance of innovation
- People and success in innovation
- Creativity and design thinking
- Developing innovative leadership

### Developing Teams

- Why teams can and do differ
- Stages of team development
- Analysing and overcoming team issues
- Strengths-based team development

### Cross-cultural Leadership

- The value of diversity
- Cross-cultural differences
- Managing across cultures
- Strengths and challenges of Chinese culture and leadership

### The Future of Leadership

- Leadership in a VUCA [volatile, uncertain, complex, ambiguous] world
- Leading a changing workforce
- Managing virtual teams
- Your personal leadership vision

### Leading Organisations

- Developing vision and strategy
- Connecting leadership and financial success
- Trust and leadership by example
- Creating psychological safety for staff

### Leading Change

- Understanding change as a process
- Planned and emergent models of change
- Building an organization that treat a change as a potential opportunity
- How to lead change successfully

# Strategic Marketing Management in the Global Context

“Understand your customer, create better value propositions, and establish corporate reputation”

The objectives of this module is to provide participants with core marketing concepts, with special insights from B2B marketing context. This module facilitates trainees' understanding of business marketing orientation and value proposition. It also helps trainees to acquire the strategies for segmentation, targeting, positioning. Additionally, we will examine the abovementioned marketing concepts in the global marketing and branding context.

## Who should attend

- / Marketing managers/staff
- / Senior managers/executives
- / Overseas business managers

## Key Focus

- Market orientation and value proposition
- Strategic management of the marketing mix
- Globalization and global marketing strategies
- Branding strategies in a B2B context
- Digital innovation for traditional firms



## Prof. Martin Liu

- / PhD, University of Warwick, UK
- / Associate Dean for Research and Knowledge Exchange
- / Executive Dean for Zhejiang Provincial Branding Academy
- / Professor of Marketing and Innovation

## How You Will Benefit

After completion of this module, trainees are expected to develop below knowledge and skills:

- Analyze the essence of market orientation and value proposition
- Appraise the processes of marketing segmentation, targeting and positioning strategies
- Understand what involves in global marketing strategies
- Further firms' capabilities in branding
- Monitor personal performance and assimilate feedback from others
- Develop reflective thinking
- Develop both intuitive, imaginative thought and the ability to evaluate ideas, processes, experiences and objects in a business environment
- Promote communication and interpersonal skills



# Strategy in an Uncertain World

“A good strategy helps you create a foundation for long-term growth and success.”

## Who should attend

- / Executives
- / Managers, leaders and supervisors
- / Management trainees

## Key Focus

- Strategy and sources of competitive advantage
- Knowledge management and innovation
- Developing a CSR and sustainability strategy
- CSR reporting and auditing
- Strategic interaction with stakeholders & stakeholder management
- Differences in CSR and stakeholder management across countries
- Leading through responsible management and innovation

## How You Will Benefit

This module develops a knowledge and understanding of:

- Markets - the various demands in different markets related to economic, legal, sustainable and ethical aspects.
- The dynamics of the global economy and international business &/or an awareness of cultural, legal/regulatory, political, and economic differences across countries &/or an appreciation of management issues from a global perspective
- Customers - customer expectations, service and orientation regarding your products and the sustainability of your activities
- Investors and finance – the demands of investors related to the profitability and sustainability of your products and activities, ; the use of accounting and other information systems for managerial applications
- People - the management and development of people within organisations, the importance of knowledge management and responsible management within organisations
- Business Policy and Strategy - the development of appropriate policies and strategies within a changing environment, to meet stakeholder interests
- Pervasive Issues - these would include sustainability, globalisation, corporate social responsibility, diversity, business innovation, creativity, enterprise development, knowledge management and risk management

In a world that is characterized by volatility, uncertainty, complexity and ambiguity, we can question whether the idea of strategy as we have known it for long is still valid.

Diagnose and solve strategic issues and develop action plans for implementing real change. This module explores cutting-edge research on global advantage, strategic interaction, knowledge management, sustainability and stakeholder management and the role of leading by design to apply within your own organization. Develop strategies to build your company's reputation, manage risk, and seize competitive advantage in today's complex, high stakes business environment. Explore beyond-market forces—from government legislation and regulation to activism and the media. Learn how to integrate your market strategy with stakeholder relations through cutting-edge academic research and relevant, real-time cases.



## Prof. Peter Hofman

- / PhD, University of Twente, Netherlands
- / Associate Dean for Academic Development
- / Professor of Corporate Governance and Corporate Social Responsibility

# Big Data and Decision Making

“Understanding technologies today to help your company achieve a better tomorrow”

This module provides an overview of the characteristics of digital economy and how managers can make use of various e-business strategies such as versioning, online pricing, and personalization to help improve their business performances. Big data concepts will be introduced and participants will learn how to assemble and lead a data science enterprise even they have never worked in data science before. Participants will be introduced to big data analytics and learn how data scientists describe, data set and make appropriate business strategy recommendations, predict, and inform business decisions in different areas of businesses such as marketing, human resource, and operations. Relevant consumer theories that can inform and guide data analytic strategies will also be discussed.

## Who should attend

- / Executives, senior and middle managers
- / Stakeholders
- / Business Analyst

## Key Focus

- From information technology to data technology – how to formulate strategies in digital economy
- Big Data concepts and applications
- Data Analytics – making data driven business decisions
- Data Analytics Simulation – strategic decisions making
- User web behaviour and analytics
- Consumers' social media behaviour and analytics
- Consumer behaviour in using mobile and emerging technologies
- The roles of Blockchain and Artificial Intelligence in analytics and businesses
- Opportunities from emerging digital technologies



## Prof. Alain Chong

- / PhDs University of Nottingham, UK
- / Multimedia University, Malaysia
- / Professor of Information Systems
- / Dean of Graduate School

## How You Will Benefit

After completion of the module, trainees should be able to:

- Describe the role data science plays in various contexts
- Understand the key terms and tools used by data scientists
- Identify a successful and an unsuccessful data science project
- Understand how data is used to describe, explain, and predict business activities and performances
- Develop best practices for using data to prescribe more effective business strategies
- Use big data to optimize marketing, maximize revenue, make operations efficient, and make hiring and management decisions
- Understand patterns and regularities in consumer behaviour on major online channels
- Understand relevant data analytical methods and techniques that can be used to analyse consumer behaviour
- Understand opportunities of leveraging emerging technologies to influence consumer behaviour
- Formulate appropriate strategies and interventions to influence consumer behaviour that are theory-guided and culturally-sensitive

# Facilitation for High Performing International Teams

“The human factor is the key to business success”

Teams are often cited as the most effective way to achieve unusual and exciting outcomes. When individuals work with others well, they have the potential to create ideas and practices that have never become reality. However, teams rarely work well for a variety of reasons. This interactive programme is designed to bring together ideas around leadership, team development and human relationships in order to show how teams can achieve the impossible. To do so, we use research, personal experiences and a combination of practical and discussion-based exercises. By attending this programme you will learn how to enable teams to excel.

## Who should attend

- / Managers and leaders who have teams or multiple working groups to support in their way of working
- / Internal HR
- / Consultants, small business owner & team leaders
- / Those who manage task forces, boards, committees, temporary work groups or project teams
- / Professional facilitators who want to increase their facilitative repertoire

## Key Focus

### Introduction to Team Working

- The nature of teams
- Team development
- Teams, Individuals, Relationships and Task Management

### Understanding Team Leadership

- The Nature of Team Leadership
- Understanding Successful Leadership
- Understanding your leadership style

### Developing vision

- Understanding Human Relationships in Teams
- Personality, Team Role and Team Behaviour

### The Impact of Self

- Boundaries, attitudes, values and behaviour
- Motivating Others
- Managing poor performance
- Perception and Performance

### Effective Communication in Teams

- Listening Skills
- Handling Conflict



## Dr. Peter Morgan

- / 23 years training/education/ leadership experience
- / PhD, University of Bradford, UK
- / Associate Dean for Education and Student Experience
- / Associate Professor of Organisational Behaviour

## How You Will Benefit

- Develop and grow successful teams
- Identify and develop their own leadership style
- Establish relationships within and amongst a team
- Establish vision for others within their teams
- Describe the impact of their values on others
- Manage others' performance
- Handle conflict within a team
- Communicate effectively within their teams
- Identify their own development needs
- Manage team decision making processes



# Innovation: From Creativity to Entrepreneurship

“Create unique value for the society”

## Who should attend

- / Leaders and managers
- / Existing or potential social/sustainability entrepreneurs
- / Board trustees
- / Funders looking for investing opportunities
- / Other Development practitioners

## Key Focus

- Entrepreneurial creativity
- Why entrepreneurship matters?
- The individual and Entrepreneurship
- What is creativity and why does it matter?
- Entrepreneurial opportunity recognition: Lean Startup
- Evaluating ideas and opportunities
- Profiting from Innovation & Complimentary assets
- The importance of performance measurement
- Strategic Technology Roadmapping
- Business Model and Business planning: Burn Rate
- Culture of creativity

## How You Will Benefit

- **Markets** - the development and operation of markets for resources, goods, and services
- **Customers** - customer expectations, service, and orientation
- **Finance** - the sources, uses, and management of finance
- **People** - the management and development of people within organisations
- **Operations** - the management of resources and operations, information systems, the development, management, and exploitation of information systems, and their impact upon organisations
- **Business Policy and Strategy** - the development of appropriate policies and strategies within a changing environment, to meet stakeholder interests
- **Pervasive Issues** - these would include sustainability, globalisation, corporate social responsibility, diversity, business innovation, creativity, enterprise development, knowledge management, and risk management
- **Develops a knowledge of sustainability issues**, and in particular an understanding of the challenges and opportunities arising from the activities of people and organizations today on the economic, social, and environmental conditions of present and future societies.
- **Theories, models, and frameworks of entrepreneurship and creativity**

The course will introduce trainees to the latest thinking in the areas of creativity, the creative process, knowledge management practices and the nature of entrepreneurship. The course uses directed reading, case study exercises, reflective blog writing and group-based creative problem solving to illustrate entrepreneurial creativity in practice. Participants will be introduced to a variety of creative problem-solving techniques and learn how to apply these techniques in the context of the development, evaluation, and application of ideas and concepts with commercial potential.



**Prof.  
Cong Cao**

/ PhD, Columbia University,  
USA

/ Professor of Innovation  
Studies

# Operations and Supply Chain Strategy

“Optimum utilization of resources leading to enormous profits of the organization”

## Who should attend

- / Executives
- / Project managers, leaders and supervisors
- / Management trainees

## How You Will Benefit

After completion of the module, trainees should be able to:

- Design an operations and supply chain strategy that fits a dynamic, competitive environment
- Link your operations and supply chain strategy to your firm's performance
- Build operational and supply chain competencies
- Better structure your company's supply chain strategy
- Evaluate your operations and supply chain processes
- Increase operational competencies
- Integrate supply chain design with product and process development
- Apply techniques that help you achieve goals and ensure successful projects
- Improve the success rate of project management related activities
- Cultivate and manage project teams

This specialism introduces you the best practices of operations and supply chain strategy, and the best-in-class innovative concepts to design operations and supply chain strategy that links to different business functions and strategies. The major objective is to equip you with leading-edge theories, methods, and skills to strengthen competitive advantage of your organization in a global market, which is highly volatile and requires tight collaboration with your suppliers and customers. You will be able to tackle operations and supply chain issues systematically at both strategic and tactical levels, also from both intra-organizational and inter-organizational points of view. You will learn how to reconfigure and improve your operations and supply chain to boost the performance of your organization. You will acquire tools for making operational design decisions that can increase efficiency, mitigate risk, expand global networks, maximize value creation, and strengthen your competitive position in the marketplace.



## Prof. Hing Kai Chan

- / PhD, University of Hong Kong, China
- / Professor of Operations Management
- / Expert Committee Member of the Ningbo Municipal Commerce Bureau "Supply Chain Innovation and Applications Committee"
- / CEng FIET

## Key Focus

### Performance Management

- Importance of performance measurement
- Performance management framework
- Performance evaluation techniques and their applications

### Process Management

- Concepts and applications of process management
- Product/Service Development and Process Technology
- Linkage between process management and other aspects of business functions

### Supply Chain Management

- Supply Chain Integration and Coordination
- Supply Chain Improvement Strategy
- Supply Network Relationships Management Strategies

### Project Management

- Knowledge and understanding of managing projects
- Project management tools
- Common challenges in project management

### Operations Strategy

- The scope, impact and importance of contemporary operations management and strategy
- Major decisions that need to be made in today's global markets
- Analytical mind-set that help managers to make strategic decisions

# Managing International Business

“

Unleash your potential  
for international business

”

This module is intended to enhance your understanding of business strategy and implementation in the international context. There is an opportunity for you to think and practice as corporate strategists in face of international expansion. Specifically, you will learn to use both strategic analysis and strategic thinking to develop and implement firm strategies with the aim of achieving firm sustainable superior performance in the international arena.

## Who should attend

- / Senior Managers of multicultural enterprises
- / International trade and investment professionals
- / Responsible persons who intend to develop overseas businesses

## Key Focus

- Strategy, competitive advantage and internationalization
- Managing international operations through computer simulation
- Innovation and knowledge management in the transnational context
- Sustainability and stakeholder management of multinational firms



## Dr. Lei Li

- / PhD, University of Texas at Dallas, USA
- / Associate Professor of International Business

## How You Will Benefit

- Understand key concepts and frameworks regarding business strategy in general and international strategy in particular
- Develop capabilities of formulating and implementing international business strategies
- Understand and apply frameworks regarding knowledge and innovation management in the international arena
- Understand the role of sustainability and stakeholder management in international expansion
- Make and adapt management decisions in a simulated global environment



# Economic Environment and Financial Risk

“The biggest risk is not realizing the risk”

## Who should attend

- / Economic consultants
- / Managers and leaders
- / Project manager of international business
- / Multinational business leader

## Key Focus

- International financial and other risks for corporations
- The concepts and application of risk management
- International political risk as driver of financial risk
- Financial implications for international business
- Concepts and implications of GDP and Inflation
- Business implications of rebalancing the Chinese economy
- 'Competitive' in an economic context
- 'China Go Global' and the Economics of 'Belt & Road Initiative'

## How You Will Benefit

- Detect international political risk as driver of financial risk and other factors relevant for corporate and how to address them
- Hedge against: currency risk, political risk and working capital risk as part of international financial risk management
- Understand the importance of currency risk, political risk and working capital risk to the railway industry and as success factor of international business
- Understand what is happening to the Chinese economy and key challenges it is facing and how this implies for businesses
- Understand what drives competitiveness and some new drivers of competitiveness, such as, commercialisation, digitalisation, servitisation, and people analytics
- Learn that the global economy, although interconnected, still faces different kinds of separation, such as, physical and socio-cultural separations
- Better understand the 'economic' challenges of Belt & Road Initiative

This module provides an introduction to international risk management and the macroeconomic business environment. The module will cover various factors which impact on the management of international financial risk, such as, the potentially huge impact of exchange rate risk, how political risk has huge implications on financial success and needs to be considered as part of international financial risk, and the importance to manage working capital in an international business context to reduce international financial risk. The module also provides a comprehensive perspective to macro-economic and global-economic business environment, and how they impact businesses. These include getting an understanding of how external economic influences impact a business, how a business can stay competitive in an economy, and how to navigate through global economic forces as a business ventures abroad.



## Dr. Saileshsingh Gunessee

- / PhD, University of Nottingham, UK
- / Associate Professor of Economics
- / Director of Research Development

### Research and Knowledge Exchange

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