



Entrepreneurial Mindset Development Program

About the Islamic Development Bank

The Islamic Development Bank (IsDB) is a multilateral development bank focused on enhancing lives in its 57 Member Countries and Muslim communities worldwide through social and economic advancement. IsDB equips individuals and builds infrastructure to foster sustainable futures and help them reach their full potential. The Bank emphasizes collaborative partnerships, uniting public and private sectors, civil societies, and multilateral organizations. Committed to innovative and sustainable solutions, IsDB aligns its efforts with the United Nations Sustainable Development Goals (SDGs). By prioritizing poverty alleviation, health improvement, education promotion, and governance strengthening, IsDB aims to drive prosperity for the people and the planet.

About the Islamic Development Bank Institute

The Islamic Development Bank Institute (IsDBI) is the knowledge beacon of the Islamic Development Bank Group. Guided by the principles of Islamic economics and finance, the IsDB Institute leads the development of innovative knowledge-based solutions to support the sustainable economic advancement of IsDB Member Countries and various Muslim communities worldwide. The IsDB Institute enables economic development through pioneering research, human capital development, knowledge creation, dissemination, and management. The Institute leads initiatives to enable Islamic finance ecosystems, ultimately helping Member Countries achieve their development objectives.

Message from the Director General

We are delighted to accompany you on your leadership journey, guided by our common commitment to cultivating future entrepreneurial leaders through knowledge, ethics, and innovation.

At the IsDB Institute, we believe that investing in human capital is key to advancing inclusive development across our Member Countries. This flagship program is inspired by our commitment to leadership development, knowledge sharing, and bespoke, adaptive learning experiences that empower future leaders and contribute to inclusive development in the IsDB Member Countries. This program aspires to empower you with cutting-edge insights to lead as promising entrepreneurs and foster impactful contributions to your communities and the wider world. We look forward to the positive change this program will inspire.

Sami Al Suwailem, Ph.D.

IsDBI Acting Director General



About MBSC

Prince Mohammed Bin Salman College of Business & Entrepreneurship (MBSC) is committed to developing courageous and creative leaders who seize opportunities and drive transformation in the Kingdom of Saudi Arabia. Established through an international partnership with Emaar The Economic City, Babson Global, and Lockheed Martin, and with the support of the MiSK Foundation, MBSC adopts Babson College's renowned hands-on, experiential learning approach.

About Executive Education

Our Mission

We take this mission further as a premier national hub for executive development, delivering programs that equip leaders with the knowledge and skills to drive organizational growth and achieve continuous professional development.

Our programs are thoughtfully designed to immerse participants in Saudi Arabia's dynamic economic landscape while connecting them to global business perspectives.

With a strong emphasis on excellence and lifelong learning, MBSC Executive Education aligns with the Kingdom's vision to build a knowledge-based economy, empowering leaders to unlock their full potential and drive sustainable success.

Message from the Dean

Thank you for considering our school as a partner in your leadership journey.

At MBSC, we take pride in our experiential and hands-on approach to teaching and learning. Our programs are designed to empower leaders like you with not only the knowledge to drive impact and create value but also the skills and attributes to make an immediate difference in your organization and beyond.

We look forward to supporting you in achieving your goals.

Zeger Degraeve, Ph.D.

MBSC Executive Dean & Professor
of Decision Sciences



Entrepreneurial Mindset Development Program

From Idea to Market: Developing an Entrepreneurial Mindset

PROGRAM OVERVIEW

This flagship initiative is jointly developed by the Islamic Development Bank Institute (IsDBI) and Prince Mohammed Bin Salman College of Business & Entrepreneurship (MBSC). This strategic partnership reflects a shared vision to empower a new generation of entrepreneurs across IsDB Member Countries and Muslim communities worldwide, supporting sustainable growth through innovation, ethical business practices, and economic inclusion.

Rooted in both institutions' commitment to advancing entrepreneurship as a driver of inclusive development, this program integrates world-class business education with the principles of Islamic finance, value creation, and responsible leadership. It provides aspiring and early-stage entrepreneurs with the practical tools and strategic thinking needed to turn ideas into high-impact ventures that generate economic, social, and environmental value.

The program is delivered through three intensive modules, blending live online sessions with immersive in-person learning experiences on the MBSC campus in King Abdullah Economic City. It offers a rigorous yet flexible curriculum covering:

Entrepreneurial opportunity recognition, business model innovation, financial management for growth, marketing and go-to-market strategy, and real-world project presentations and mentoring.

The initiative aims to nurture ethical, visionary leaders who can successfully navigate today's dynamic business landscapes while aligning with the UN Sustainable Development Goals (SDGs). With access to experienced faculty, global perspectives, and peer learning, participants will build lasting networks and gain actionable skills to drive impact and transformation across their communities and regions.



COURSE BASICS



Calendar

Module 1: October 16th
Module 2: November 30th
Module 3: December 07th
Module 4: December 10th



Duration

Module 1: 5 Weeks	Live Online
Module 2: 5 Full Days	In-Person
Module 3: 3 Full Days	In-Person
Module 4: 2 Full Days	In-Person



Time

In-Person:
9:30 AM – 5:30 PM (GMT+3)
Live Online: TBC



Location

In-Person: KAEC, MBSC Campus
In-Person: Jeddah, IsDB Headquarters
Live Online: Synchronous Learning

**Further explanation details will be shared via email*





Module 1

Accessing and Managing Financial Resources

5 Weeks | Live Online | Synchronous Learning

Module 2

Idea Generation and Opportunity Recognition

5 Days | In-Person | MBSC Campus

Module 3

Accessing and Creating the Market

3 Days | In-Person | MBSC Campus

Module 4

Inside IsDB Group: From Theory to Practice

2 Days | In-Person | IsDB Headquarters

SYLLABUS

Module 1.

Live Online | Synchronous Learning

5 Weeks | 12 Sessions | 18 Hours of Learning

Accessing and Managing Financial Resources

- Financial Management for Entrepreneurs
- Fundamentals of Finance and Financial Management
- Establishing SMART Financial Goals
- Understanding Financial Statements - Balance Sheet, Income Statement, and Cash Flow Statement
- Analyzing Financial Health and Performance
- Financial Decision-Making and Business Impact
- Communicating Financial Information Effectively Across Teams
- Islamic Finance / Halal Economy (By IsDBI)

Module 2.

MBSC Campus | In-Person

5 Days | 20 Sessions | 30 Hours of Learning

Idea Generation and Opportunity Recognition

- Entrepreneurial Mindset ET&A™ (Entrepreneurial Thought and Action)
- Opportunity Recognition and Idea Generation
- Creativity and Innovation for Entrepreneurship
 - Designing and implementing innovation processes
 - Developing and Testing Innovation Concepts
 - The impact of Technology on Industry and Logistics
- Business Model Development
 - Customer Value Proposition & Segments
 - Channels, Revenue Streams, Key Resources, Key Partnerships, Cost Structures, and Competitive Landscape
- Entrepreneurial Venture Start-up - Resources, Team Development, Legal, Intellectual Property, and Ethical Issues

Module 3.

MBSC Campus | In-Person

3 Days | 12 Sessions | 18 Hours of Learning

Accessing & Creating the Market

- Marketing Strategies and Practices
 - Target Market Identification
 - Marketing Mix Formulation
 - Marketing Channel Selection
 - Marketing Performance Measurement
- Sales Strategies and Practices
 - Sales Qualified Lead Identification
 - Sales Enablement
 - Sales Performance Management
 - Sales Strategies and Practices

Module 4.

IsDb HQ | In-Person

2 Days | 5 Sessions | 10 Hours of Learning

Inside IsDB Group: From Theory to Practice

- Introduction to IsDB Group
- Practical Applications in Islamic Finance
- Wrap Up and Program Conclusion

**The program calendar, detailed agenda, and full breakdown will be shared upon completion of the registration process.*

PROJECT COMPETITION

Project Preparation & Presentations

Throughout the program, leaders will be working in teams to develop a project.

Activity

- Each group will consist of 4 participants, they'll work on an idea/project, which will be the real-life business of one of the group members.
- Presentations will be developed and discussed among the participants and the judges.
- The 3 best presentations will be chosen as winners!
- The same can be showcased for future development and handholding.
- The details of the project preparation and presentations will be finalized after the selection/nominations of the participants.



Practical Hands-on Activities



Group Dialogue & Team Presentations



Team-Based Learning Through Activities



Leading Teams



Peer Discussions & Debates



Team Challenges



The team with the strongest final presentation will be invited to attend the upcoming IsDB Group Annual Meeting



PARTICIPANTS PROFILE

Background, qualifications, and business criteria:

- **Leadership Experience:** Minimum of 3–5 years managing teams.
- **Entrepreneurial Experience:** 3–5 years running or co-managing an entrepreneurial venture.
- **Team Composition:** Must have partners and/or employees (not a solo founder).
- **Business & Impact Criteria:** Focuses on the applicant's venture and its broader value
- **Innovative Business Idea:** The idea should be original, with clear business and revenue models.
- **Traction & Market Potential:** The business should show early success and have a strong growth outlook.
- **Financial Health:** Ventures must demonstrate financial stability and credible financial records.
- **Social Impact:** Preference is given to businesses that create meaningful change in their community or beyond.
- **Sector/SDG Alignment:** Businesses aligned with the UN Sustainable Development Goals (SDGs) will be prioritized.

1

Apply

Click "Apply Now" on the program page to begin your application

2

Complete The Application Form

Provide your academic background, work experience, entrepreneurial journey, motivations, and goals

Submit Your Video Biography

Record and submit a short video introducing yourself and your venture.

*Details unlock once you apply

3

Application Evaluation

Our team will carefully review and evaluate your application materials.

4

Virtual Interview

Shortlisted Applicants will be invited for an online interview – it's the final step, so be ready and give it your best!

5

Confirmation of Acceptance

Successful applicants will receive an official acceptance email along with enrollment details.

6

Start Your Learning Journey

Begin the program and make the most of your learning experience!

THE IN-PERSON LEARNING EXPERIENCE

Flexible Program Formats—We Provide A Variety And Adaptable Delivery Options To Suit Your Team's Learning Requirements

The program's comprehensive learning journey will follow a Blended Learning method, combining in-person and live-online formats to maximize flexibility and impact.

You'll have the opportunity to immerse yourself in the MBSC ecosystem with two on-campus modules in King Abdullah Economic City, Rabigh Governorate, Mecca Province, Saudi Arabia. You'll also experience live online sessions, synchronous learning with real-time faculty interaction, and immediate knowledge application through MBSC's virtual platform at designated session times.

The in-person experience integrates simulations, case discussions, negotiations, and interactive lectures, offering participants an immersive dive into the challenges faced by top global companies.

Leaders Will Learn Through a Variety of Teaching Instruments:



Immersive Learning

Engage in simulations, case discussions, negotiations, and interactive lectures.



Localized Relevance

Apply learning through MBSC custom and regional case studies addressing complex challenges.



Collaborative Culture

Experience MBSC's unique environment—creative, supportive, and growth-focused.



Peer & Faculty Connection

Build meaningful bonds and exchange ideas with faculty and business leaders.



Transformative Classrooms

Learn in a dynamic, high-energy environment designed to inspire change.



Actionable Insights for Impact

Gain tools and perspectives that directly apply to individual and organizational success.



Global Business Insights

Explore real cases from top global companies.

98%

of leaders perceive improvement in their knowledge and skills, indicating they have achieved their learning goals & program objectives



THE LIVE ONLINE LEARNING EXPERIENCE

The **live online experience** is delivered with the same interactivity with faculty and real-time application of knowledge you would experience personally.

The **Blackboard Learn System** allows users to navigate the program content easily and achieve learning objectives. Accessing the program content is flexible and available through multiple devices, allowing executives to allocate materials remotely—anytime, anywhere—and check new content released weekly.

By integrating **Harvard Business Publishing Education (HBSP)** with MBSC Blackboard, we can broaden access beyond our on-campus offerings in a collaborative and engaging format that stays true to the quality.

Leaders Will Learn Through a Variety of Teaching Instruments:



Interactive Sessions with MBSC faculty



Hands-on Experience
(Individual & Group Exercises)



Discussions, Debates, & Negotiations



Journals & Articles
(Copyrighted)



Simulations & Role Playing



Peer Learning
(Exchange knowledge with Colleagues)



Relevant Case Studies

**More than
970+**

executives and 2000+ alumni have benefited professionally from MBSC Blackboard Learn System.

IMPACT & KEY BENEFITS

Participants will learn how to:

Distinguish between ideas and viable business opportunities, applying Entrepreneurial Thought and Action® across diverse contexts.

Design ethical, high-impact business models that create social, environmental, and economic value, supported by customer discovery and market validation.

Build financial confidence by interpreting key metrics, assessing resource needs, and engaging in meaningful financial conversations.

At the Entrepreneurial Mindset Development Program , you can expect the following:



Complete the program in 3 months

Complete an intensive, practical, hands-on interactive program in **3 months**



Learn from World-Renowned Faculty

Learn from **exceptional** Professors who stand out in their areas of specialty/fields, are **based in the kingdom**, and come from diverse international backgrounds and Top-tier Universities



Investor Forum

The **Investor Forum** is to connect you with **professionals and development enablers**



Earn a Prestigious Certification

Receive a **Business Excellence Certificate** from MBS College of Business & Entrepreneurship



Network With Professionals

Enhance your professional growth and **exchange knowledge with like-minded leaders** by maintaining ongoing discussions even after the program



Peer Network

A **Peer Network** created for you to foster long-term engagements among alumni and with **IsDBI ecosystem** including trainers, mentors and **Islamic finance professionals**

TAKEAWAYS & OUTCOMES

At the end of the program, participants will be able to:

- Assess and evaluate new venture opportunities from both entrepreneurial and investor perspectives.
- Shape and refine opportunities aligned with market needs and ethical principles.
- Conduct opportunity research and competitive analysis in dynamic market environments.
- Design or innovate business models as a key driver for venture success.
- Analyze and measure the scale of business opportunities, including resource implications.
- Identify viable market opportunities and assess associated risks.
- Recognize appropriate sources of investment to support venture growth.
- Use key financial metrics to evaluate business performance and make informed decisions.

IMPACT & KEY BENEFITS

A Journey that Continues

True transformation doesn't end with the final session it begins there. This program is designed not only to equip you with the tools of today, but to launch you into the possibilities of tomorrow. What begins in the classroom evolves into a greater journey through a series of curated pathways designed to deepen your learning, elevate your presence, and anchor you within a thriving community of change makers.



Invitation to the Upcoming IsDB Group Annual Meeting

Exceptional performance earns exceptional recognition. *The team with the most outstanding final presentation will be invited to the IsDB Group Annual Meeting.* A premier global gathering of development leaders. This invitation offers exposure, inspiration, and the opportunity to engage with the region's most influential voices.



Dedicated Investor Forum

Participants will gain *access to a dedicated Investor Forum* as a space for meaningful dialogue with ecosystem players and development enablers. It is a forum for exploring alignment, uncovering synergies, and planting the seeds for future collaboration.



Professional Peer Network

Great leadership is sustained by connection. *A Peer Network will be launched to foster long-term engagement* among alumni, and *IsDBI ecosystem* including trainers, mentors and islamic finance professionals in an ongoing exchange of insights, opportunities, and experiences. This network will serve as a catalyst for continued growth and collective impact long after the program ends.



MEET MBSC FACULTY



MUHAMMAD AZAM ROOMI, PH.D.

Program director, Professor of Entrepreneurship

Dr. Muhammad Azam Roomi is an enthusiastic entrepreneurship advocate, renowned for developing and delivering executive education programs globally. He directed prestigious programs at Cranfield School of Management and contributed significantly to the graduate program portfolio at the University of Bedfordshire. Dr. Roomi spearheaded research initiatives at the Centre for Women's Enterprise, emphasizing women-owned business growth in the UK and across Asia and Islamic nations. His teaching and research interests encompass entrepreneurial leadership, venture growth, women's entrepreneurship in Muslim countries, family business management, and Islamic entrepreneurship.



G. MUJTABA MIAN, PH.D.

Professor of Finance

Dr. G. Mujtaba Mian is a Professor of Finance at Prince Mohammad Bin Salman College of Business and Entrepreneurship (MBSC), with a distinguished academic career spanning institutions such as Zayed University, Hong Kong Polytechnic University, and the National University of Singapore. He holds a Ph.D. from the University of Sydney and has taught a wide range of learners—from PhD students to senior executives—across Asia and the Middle East. He also gave lectures in the topic of Islamic finance in different universities in Saudi Arabia and UAE.



TAREK EL MASRI, PH.D., CIA

Associate Professor of Accounting

Dr. Tarek El Masri holds a Master of Business Administration degree from the Olayan School of Business at the American University of Beirut and a PhD in Business Administration (Accountancy) from the John Molson School of Business (JMSB) at Concordia University in Montreal, Canada. In recognition of his high scholastic achievement, he was selected for lifetime membership in Beta Gamma Sigma, the international honor society for collegiate schools of business. In 2018, he has obtained the Ethical Leadership Certification from the National Association of State Boards of Accountancy Center for the Public Trust, USA. More recently in 2023, Dr. El Masri earned the Certified Internal Auditor (CIA) certification from The Institute of Internal Auditors.



KHALDOON AL-HTAYBAT, PH.D.

Professor of Accounting

Dr. Al-Htaybat is a professor of accounting, with more than 20 years of teaching, research and leadership experience. He holds a PhD in Accounting from the University of Southampton, UK, and a MSc in Accounting & Finance, from the University of Birmingham, UK.

His teaching specialization includes both financial and management accounting, with a particular focus on the application of financial reporting standards. His research focusses on accounting as an organizational practice, how innovations sustain accounting value creation of business under uncertainty



ERNO TORNIKOSKI, PH.D.

Professor of Entrepreneurship

Dr. Erno T. Tornikoski is a Professor of Entrepreneurship at Prince Mohammed Bin Salman College of Business and Entrepreneurship (MBSC), joining in January 2025. He previously served as Director of the Centre for Entrepreneurship and Deputy Head of Innovation at the University of Exeter Business School (UK). He holds a Ph.D. in Entrepreneurship from ESSEC Business School, and his research focuses on early-stage entrepreneurship, sustainable value creation, and impact investing, using both psychological and sociological lenses. His work is published in leading journals such as Journal of Business Venturing and Entrepreneurship Theory & Practice. He also brings six years of industry experience delivering Lean Innovation Management training at Schneider Electric.



ASEEL ALGHAMDI, PH.D.

Assistant Professor of Marketing

Dr. Aseel Al Ghamdi is an Assistant Professor of Marketing at MBSC, Saudi Arabia, and recipient of the Best Faculty Award (2023). He specializes in marketing communications, advertising, and sports sponsorship, collaborating with major agencies and Saudi football clubs. In 2018-2019, he contributed to Noon e-commerce's sponsorship activation strategy for Ittihad FC. He is also an International Research Fellow at the University of Guelph, focusing on sports marketing and revenue generation. Previously, he served as Vice Dean of Academic Affairs and Head of Advertising Management at JCA, UBT (2015-2018).



ADNAN MAALAOUI, PH.D.

Professor of Entrepreneurship

Dr. Adnan Maalaoui, a professor at MBSC, earned his Ph.D. in Strategic Management & Entrepreneurship from IAE Toulon.

His prior roles include professor and director of Entrepreneurship Center at PSB Paris School of Business and IPAG.

He has successfully secured over 6 million Euros in European projects across 20 initiatives.

Notably, he's created impactful entrepreneurial education tools like Moocs and social crowdfunding initiatives.

Dr. Maalaoui's research on entrepreneurship is widely recognized, with publications in top academic journals.

MEET IsDBI GUEST EXPERT



SAMI AL-SUWAILEM, PH.D.

IsDBI Acting Director General

Dr. Al-Suwailem is currently Acting Director General of the Islamic Development Bank Institute (IsDBI), the Islamic Development Bank Group.

Before joining Institute in 2004, Dr. Al-Suwailem managed the Research and Development Center at Al-Rajhi Bank, Riyadh, Saudi Arabia. He worked at the Institute of Islamic and Arabic Sciences in America, Virginia; Southern Illinois University Carbondale, Illinois, USA; and King Saud University, Riyadh, Saudi Arabia.

Dr. Al-Suwailem held membership in several professional committees, including the Technical Committee of the Islamic Financial Services Board; Economic Committee of Awqaf at the Ministry of Islamic Affairs in Riyadh; Academic Committee in Islamic Fiqh Academy of Muslim World League; Liquidity Risk Management Working Group at IFSB; and Task Force for Islamic Finance and Global Financial Stability at IsDB, among others.

He obtained his M.A. from Southern Illinois University in 1990, and his Ph.D. from Washington University, St. Louis, Missouri, in 1995. He authored many books and published several papers on Islamic economics and finance.

MBSC CERTIFICATION

After successfully completing the MBSC Executive Education Program, leaders are awarded a Certificate in Business Excellence.

**All executives will receive an authenticated verified Digital Certificate via email that can be shared on their LinkedIn feed and updated on their profile.*

This certificate program does not grant academic credit or a degree from Prince Mohammed bin Salman College of Business and Entrepreneurship (MBSC).



This program counts toward a
Certificate in Business Excellence

Curriculum Sessions & Hours:
11 Days
66 Hours

Attendance Policy:
75% of the program duration or session hours



GET PREPARED

- For an Opportunity to Learn as a Team
- How to Manage For Success Effectively
- Collaborate with Peers Effectively (Across Internal Boundaries)
- Being Imaginative
- Getting Out of Your Comfort Zone
- Anticipating Unexpected Events
- Thinking Creatively



ACADEMIC PARTNERSHIP

As our Academic Partner, Babson College, through Babson Global, a wholly owned subsidiary of Babson College (USA), has provided advisory services to MBS College. The advice ranged from curriculum design to Faculty hiring, training and joint research opportunities, and administrative and organizational support.

Most efforts have focused on achieving world-class quality standards that have facilitated the School's application to national and international accreditation bodies such as the Saudi National Commission for Academic Accreditation and Assessment (NCAAA) and the international Association to Advance the Collegiate Schools of Business (AACSB).

The advice and assessment by Babson College continue to this day through biannual campus visits and presence at the School's Board of Trustees of a Trustee from Babson College.

Also, the School offers an elective course, called Summer@Babson, for our Executive MBA and Master in Management students who travel and reside at the Babson campus in Boston for the duration of the rich learning experience.

MBSC adopts Babson College's unique approach to entrepreneurial education with Babson's singular philosophy of ET&A™ (Entrepreneurial Thought and Action) at their core.

Our academic programs give our students the essential knowledge for creating economic and social value—anywhere, and everywhere and does not rely on passively listening to classroom lectures but focuses on hands-on experiential learning that is practical and pragmatic.

The curriculum uses a set of signature experiential courses that will require students to apply their learning to real world problems or start new social or business ventures.

This type of project-based learning is supplemented by a network of mentors and advisors. Development of individuals continues outside class through an intentionally created set of co-curricular experiences that will reinforce and build the entrepreneurial leadership skills of students.

As such, MBSC has created a culture that reflects the best of academic traditions in all world class institutions of higher learning whose hallmarks include respect for diverse viewpoints, professionalism, integrity, and a constant commitment to excellence both in and out of the classroom.



IMPACT ACROSS MAJOR SAUDI INSTITUTIONS

As a recognized leader in executive education within Saudi Arabia, MBSC ExecEd has built a strong reputation for delivering programs to some of the Kingdom's largest institutions.

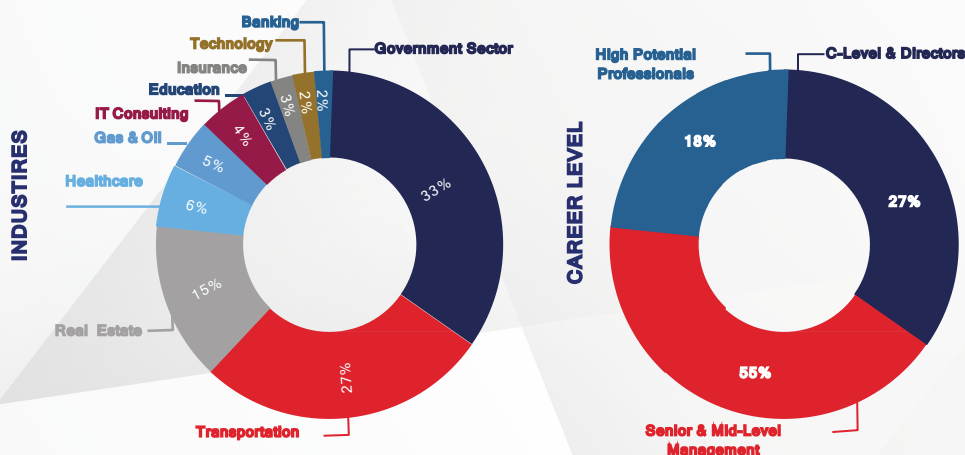
With an in-depth understanding of local industry needs and a diverse portfolio across various sectors, we are committed to enhancing leadership capabilities through customized, impactful programs.

By aligning our offerings with international standards and addressing the specific requirements of Saudi industries, MBSC ExecEd combines local relevance with global insights.

This dual focus enables us to empower leaders to drive meaningful organizational transformation. Our role as a trusted provider of executive education is solidified by our dedication to internationally proven competencies, shaping leaders who are capable, ethical, and strategically focused. This commitment is underpinned by insights from collaborations with talent management teams and over 500 institutions.

Through close partnerships with HR representatives across the Kingdom, we develop tailored programs that align with each organization's values, culture, and competencies, ensuring our solutions meet specific needs and priorities.

Empowering Leaders At Every Stage



150
Programs
Running & Completed

3,000+
Alumni

50%
Repeated Partnerships

3,200+
Hours Of Training

800+
Organization Representation

97%
Managerial & Senior Leaders
Received Training

WE ARE HERE FOR YOU!

If you have additional questions or require any customization inquiries for finding the program that suits your needs, contact the MBSC Executive Education Advising team.

Email: Consultation@execed.mbsc.edu.sa
Mobile: +966 54 460 3880

For more information about
MBSC, please visit our website:
www.mbsc.edu.sa

in @mbsckaec
in @mbscexed

For more information about
ISDBI, please visit our website:
www.isdbinstitute.org

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f @isdbinstitute

