

SMU EMBA

SINGAPORE MANAGEMENT UNIVERSITY EXECUTIVE MBA



Be Empowered.



GLOBALISING ASIAN BUSINESSES

ASIANISING GLOBAL BUSINESSES



Orientation in Singapore



Industrial visit in USA



Industrial visit in India



Industrial visit in China



Cover:

Martin Michael Fitzpatrick,
Vice President,
Apac, Finance,
Qlik Technologies Inc.,
Australia

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SMU EMBA
PIONEER STUDENTS
GRADUATION

TRAILBLAZERS OF ASIAN BUSINESS

The SMU EMBA Team has recruited two very successful intakes for our EMBA programme. The pioneer SMU EMBA class has graduated in May 2012 and we are pleased that they have formed their alumni club. These two batches of SMU EMBA students are dynamic business leaders with varied industry backgrounds and are decision makers in their own respective areas. Coming from the public, private and semi-government organisations, they are a unique blend and their interactions are evident from the exchange and sharing of ideas. Intake II expanded the EMBA family to include, for the first time, students from the Brunei, France, Kazakhstan, New Zealand, Philippines and UAE.

The Year 2011 was indeed a strong year for the University. We were awarded accreditation by AACSB (Association to Advance Collegiate Schools of Business) in Apr 2011. And the University earned the 5-year EQUIS (European Quality Improvement System) accreditation in Dec 2011. With the 5-year accreditation, the University joins the rank of only 4 other Business Schools in Asia to have a maximum accreditation period of 5 years instead of 3 years. The University recently was admitted to membership of the prestigious EMBA Council in Apr 2012. All of these achievements attest to the quality of the University and the excellent standards of the Lee Kong Chian School of Business in teaching and research.



The SMU EMBA Programme is a true reflection of our strong teaching and research. Our SMU EMBA Programme is a general management programme that provides students with the knowledge, skills and insights for them to grow and contribute significantly in their career.

As the Dean of the Lee Kong Chian School of Business, I invite you to consider our EMBA programme. I believe you will discover that studying at the University will be a turning point in your life. Combined with our passion and enthusiasm, you will have new skills to drive innovative growth. If you are ready to make a difference in your organisation's development and the future of business in Asia, we invite you to enrol in our EMBA programme.

We look forward to embarking on this journey with you.

Professor Howard Thomas,
Dean,
Lee Kong Chian School of Business

LEADING THE GROWTH OF ASIA & THE WORLD



The SMU EMBA Programme is designed for the global senior leader, who is keen on business innovation and growth.

The innovative curriculum is the result of input obtained from more than 100 business leaders in Asia. It is designed to prepare the senior executives for the challenges of leading organisations in the rapidly growing Asian markets. The executives will be prepared to "Asianise" their Global businesses and Globalise their Asian businesses.

The programme is put together to fit the busy schedule of senior executives. The 12-month modular programme is delivered in 9 intense week-long sessions. In addition to spending six weeks in Singapore at SMU, students will spend a week each at Wharton Business School in Philadelphia (USA), Indian School of Business in Hyderabad (India) and Peking University in Beijing (China). The programme is delivered by our world-class faculties, trained at some

of the world's best academic institutions and with their extensive research and consultancy experiences, they are able to bring their rich real world experience from the west and the east. With over half the class composed of C-Suite executives coming from diverse geographies, industries and roles it makes the learning experience interactive, collaborative and exciting.

We are looking forward to inviting the third intake of our exciting EMBA programme. We have been able to attract senior leaders from across Asia, Europe and the Middle East. They represent a wide variety of industries and experiences. We think that you should consider the SMU EMBA programme if you want to grow personally and professionally and contribute to your company's growth in Asia. Join us in our innovative, diverse and memorable SMU EMBA programme!

Professor Srinivas K. Reddy,
Associate Dean,
Lee Kong Chian School of Business,
& Academic Director, EMBA Programme

WHAT MAKES THIS PROGRAMME UNIQUE

As Asia gains momentum as a global powerhouse, many organisations are seeking, attracting, developing and retaining leaders with a deep knowledge of the region and the skills to take their firms global. When interviewing managers throughout China, India and ASEAN, we found that there is a unique set of challenges in this region. The high growth rates bring with them great expectations for the future. The pressure to grow will no doubt require changes in strategies, operational structures, and leadership qualities as regional firms venture abroad. Preparing leaders for this upcoming wave will require a melding of East and West.

Scan the QR codes to watch the video testimonials.

Strategically located in the heart of one of Asia's most dynamic nations, Singapore Management University is unlike any other University in the region. Modelled after the University of Pennsylvania's Wharton School, SMU is Singapore's first autonomous university. Built on a solid research foundation and an interactive pedagogy, SMU has been changing the landscape of education in the region.

So — what can the EMBA do for you?



"Come join us here because SMU is one of the best universities in Asia now. This is really a unique programme. It will be beneficial to your country, your company and to yourself."

Abdalla Jasim Mohamed Saif Alshamsi,
Head of Economic and
Consular Affairs Department,
UAE Embassy in Singapore,
United Arab Emirates

"One unique characteristic of the SMU EMBA programme is that it exposes me to the global business world especially in the Asia Pacific region. Also having the programme in Wharton, Beijing and India really attracts me."

Xu Jun Patrick,
General Manager,
Singapore/Hong Kong,
Kraft Foods,
China

"Primarily there are 3 distinct reasons. Firstly, the way the curriculum is taught... the focus is more about giving you a framework so as you can employ that and utilise it in critical thinking in the real world. Secondly, it is looking at a holistic view across businesses... Thirdly, from the global perspective I think it is very unique whereby it is giving you an understanding of Western and Eastern environment."

Richard Lee,
Regional Managed Services Principal,
Hewlett Packard Asia Pacific & Japan,
New Zealand

"What I can definitely see is SMU EMBA is a global but yet there is this Asia perspective. This is what I have been exactly waiting for. I am not joking when I say I have been waiting for such a programme for 20 years!"

Abu Bakar Bin Mohammad Nor,
Chief Executive Officer,
Nakilat-Keppel Offshore
& Marine Ltd,
Singapore



World Class University and Excellent Location

- The University has 19 specialised research centres and institutes. These centres are designed to foster cross-functional and multi-disciplinary research.
- SMU received the “4 palm” status in the Eduniversal's worldwide ranking of business schools in 2011.
- In Finance research, SMU achieved the top spot in Asia and ranked 13th worldwide, in Arizona State University's top 100 rankings, based on the number of research articles published in top international finance journals in 2009.
- In Accountancy, SMU has been ranked the top university in Asia and 10th worldwide in The Accounting Review, based on the number of referred articles accepted for publication in 2009.
- Also SMU was ranked 1st in Asia for Econometrics research by Tilburg University's 2009—2010 ranking. The same ranking by Tilburg University also placed SMU 5th worldwide in Econometrics research contributions.

Supported by Diverse and Influential Leaders

- The Advisory Boards of Singapore Management University, is comprised of senior leaders of Asia's and the world's most dynamic firms. They have stood behind the creation of this programme and have eagerly offered their support as sponsors, architects, lecturers, mentors and facilitators.

Unique Learning Experience from the Best in the East & West

- From inception, SMU was designed to provide a first class learning experience. From the classroom layout to the technology employed, to the faculty selection, to the teaching resources employed, and beyond, we endeavour to make your learning experience unforgettable.
- The teaching style blends lectures, case studies and cutting edge research into the classroom.
- The university attracts some of the top research scholars from the East and the West and blends them with one of the world's most stable and enduring practice track faculty. In the course of this programme students come in contact with leading world thinkers whose in-depth international work experience has helped them shape the contours of global business.

Singapore Management University

19

specialised research centres and institutes

Lee Kong Chian School of Business:

3rd

in Asia

School of Accountancy:

1st

in Asia and 10th worldwide

School of Economics:

1st

in Asia for Econometrics research

“ To get to the top, you have to learn from those at the top of their game. SMU brings together a world-class faculty and pre-eminent business leaders with regional and global experience into the classroom. That's a learning environment worth investing in.”

Pradeep Pant,
President,
Asia-Pacific, Kraft Foods,
SMU EMBA Advisor



“ Rapidly evolving global business and economic trends demand that business leaders stay on the cutting edge of knowledge and best practices. SMU EMBA is a springboard for innovative ideas to keep you ahead in these challenging times.”

David Conner,
Director,
Oversea-Chinese Banking Corporation,
SMU EMBA Advisor



“ The SMU EMBA programme is constructed by getting feedback from real businessmen and business leaders within the region. With that SMU has developed the syllabus according to what is required in the market...”

Minorhadi Mirhassan,
Head,
Institutional Banking Division,
Bank Islam Brunei Darussalam,
Brunei

“ I have been educated in France... I am looking for a programme that can widen my knowledge and provide me with more insights on America and Asia. The SMU EMBA programme provides me with the opportunity to have the American and Asian perspectives to complement my knowledge on Europe.”

Antoine Nguyen,
Head of Operations,
Organisation and Systems,
Credit Agricole,
France

“ I enrolled for EMBA programme because as I said before it is very helpful as the topics covered on the course are working topics for our lives and our business.”

Saduakas Mameshtegi,
Director,
Silver Assets Pte Ltd,
Kazakhstan



"The EMBA programme is really tailored for senior business leaders. There are plenty of opportunities to express ourselves and learn from the experience of others. You can feel the high level of energy from your class mates and faculty. I am very excited about the programme and am very much looking forward to the next segment."

Manish Sethi,
Financial Controller,
Tata Consultancy Services,
TCS Asia Pacific Pte Ltd,
SMU EMBA
Pioneer Class Student

"What I like about the SMU EMBA is the engaging discussions among the students and also the opportunity to have first hand discussions with industry leaders during the networking evenings. The faculty have been world-class and we really feel their passion in class."

Michelle Lau,
Senior Director,
Head of Wealth Planning,
Private Wealth Solutions,
HSBC Private Bank,
SMU EMBA
Pioneer Class Student

"...Nowhere else can I find a class profile with such senior talented individuals and have experiences not only in Asia but across the globe... The course is very timely, very relevant to industries and the problems we face in industries in this part of the world..., the actual curriculum and the focus on how it is delivered is incredibly practical and useful..."

Martin Michael Fitzpatrick,
Vice President,
Apac, Finance,
Qlik Technologies Inc.,
Australia

"The most unique part of the SMU EMBA programme is the fact that it is comprehensive yet short enough to not bother the lives of executives like me."

Rahul Pathak,
Director,
Key Accounts, Asia,
Air France-KLM
Cargo & Martinair
Cargo,
India

Curriculum Designed for Immediate Impact

- The EMBA curriculum has been designed for immediate impact. The opportunity for individual project selection allows the students to self select the emphasis of their curriculum.
- Students immerse themselves in the business, political, social and legal issues of four separate countries as they study problems and issues unique to the business environment.
- In keeping with the autonomous nature of SMU, the EMBA curriculum is practically oriented, embracing the ideas of SMU's visionary leaders, while melding them with the tried and true approaches of the world's top schools.
- Blending scholars from our partner institutions, with our Singaporean-based internationally trained faculty, this programme is designed to provide the richest and most comprehensive curriculum in Asia.
- With a great breadth of speakers, the "Industry Insights" seminar series has focused on providing timely insights into regional issues and their impact on markets and society.

Innovative Programme Delivery

- The programme schedule allows candidates to continue their careers while pursuing their degree.
- A 12-month programme design enables candidates to complete their studies in a reasonable period of time and to rapidly re-energise and expand their skill set.
- Beyond classroom learning, students are encouraged to apply their knowledge and develop lifelong learning through the intense mix of instructional activities with project based learning.



Eugene Tan,
Assistant Professor of Law,
Nominated Member of Parliament

FOR THOSE WHO WANT TO MAKE A DIFFERENCE

Our Students

This programme is tailored for top talents across Asia and the globe who endeavour to become innovators and captains of their industry. The SMU Executive MBA is intended as an initiating point for a meaningful peer to peer experience and a lifelong business network

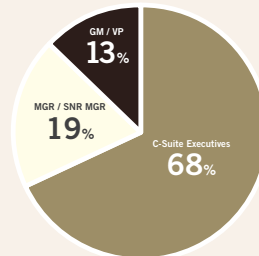
- SMU is seeking well rounded students that will be leaders in their company, industry, government and nation.
- The SMU EMBA is intended for those who enjoy a rich and collaborative learning environment.
- Our students will come from diverse industries and diverse countries throughout the region and the globe.
- Located in close proximity to almost 65% of the world's population, SMU graduates have the opportunity to impact the prosperity and well being of a substantial part of our world.



CLASS PROFILE

SMU EMBA INTAKE II

PROFESSIONAL DESIGNATION



Total class size: 37

INDUSTRY SECTORS

- Banking & Finance
- Distribution & Transportation
- Education
- Entrepreneurship
- Financial & Insurance
- Government & Non-Profit
- Information & Communications
- IT & Computer Systems
- Manufacturing
- Marine & Shipbuilding
- Pharmaceutical & Healthcare
- Real Estate
- Semiconductor
- Shipping
- Trade Union
- Wholesale & Retail Trade



Average Age

43

Median Age

44

Average Working Experience

20

Gender Ratio (Male:Female)

4:1

Percentage of Singaporeans

64%

Other countries represented are Australia, Brunei, France, India, Kazakhstan, Malaysia, New Zealand, Philippines, PRC and UAE

Ratio Self-support:Company-sponsored

20:17

HOW SMU EMBA HELPS YOU TO MAKE A DIFFERENCE

Learning More Than You Are Taught:

Business education can take many forms. Here at Singapore Management University, we believe that there are three major steps in the learning process

1. Exposure and recognition

2. Practice and application

3. Synthesis, discovery and adaptation

Exposure and recognition is a first step in the learning process. Participants will be exposed to many of the leading theoretical and business practices of this region. Exposure and recognition lead to a level of knowledge that allows one to understand concepts and their potential power.

Our Executive MBA is designed to go beyond providing exposure and disseminating the knowledge of today's latest theories and trends. Over and above these capabilities, our programme seeks to provide opportunities for students to apply those theories to problems that they face in their day to day business lives.

EXPOSURE
AND
RECOGNITION



PRACTICE
AND
APPLICATION



SYNTHESIS
DISCOVERY AND
ADAPTATION



Through application and problem solving, participants have the opportunity to synthesise seemingly disparate theories and evaluate the potential merits of each. It is through this application and synthesis that we go beyond what we are taught. We then begin to create a knowledge structure that enhances performance and decision making in a complex environment, allowing our graduates to continually create the knowledge they need.



Learning is a process — the goal is to learn more than you are taught

- The classroom sessions have been designed for students to learn from beyond the classroom by exposing them to real-life issues.
- Issue based projects, work teams and individual study are designed to enhance synthesis and improve decision making skills.

"As far as I know the SMU EMBA is the only EMBA programme that has so far put emphasis on the relative importance of China, India, Singapore as well as the United States in developing the global approach to business especially in this part of the world. The advantage the SMU EMBA programme has is the quality of the faculty and the exposure you get from this immersion from these countries and this is why I enrolled myself in the SMU EMBA programme."

Nestor P Sarmiento,
VP & Head,
Network Asset Management,
Meralco,
Philippines



SMU EMBA DESIGN PROCESS

Chaired by Professor Rajendra K. Srivastava, Provost and Deputy President of SMU, the SMU EMBA Task Force set out to develop a programme that would arm senior business leaders with a global perspective and an Asian focus. Beyond in-depth research and feedback solicitation from various sources, the task force sought feedback from over 100 industry leaders across Asia through a series of round-table discussions held in various cities like Shanghai, Mumbai, Bangkok, Ho Chi Minh, Singapore and others.

Professor Rajendra Srivastava,
Provost and Deputy President
(Academic Affairs)



"In work we do listen to our patients or clients or customers but most of the time we talk and teach them what to do. Here we come and listen and learn from others. We hear so much about things that are not within our expertise..."

Assoc Prof Koo Wen Hsin,
Deputy Director, National Cancer Centre,
Head & Senior Consultant,
Department of Medical Oncology,
National Cancer Centre,
Group Education Director, SingHealth Cluster,
Assoc Prof, Duke-NUS Graduate Medical School,
Clinical Teacher,
Yong Loo Lin School of Medicine, NUS,
Singapore

"The SMU EMBA programme is a very compact course. It is quite important for working executives like us where we can both accommodate our work and at the same time keep up to speed with the current issues we face in the company."

Dr Mok Ying Jang,
Division Director,
Corporate Development &
Operation Division,
Health Science Authority,
Singapore

"I find the class very interactive and interesting. There are a lot of real cases in the real world itself and we can actually apply our theories to real life examples and there are also a lot of examples in Asia as well."

Assoc Prof Tan Kok Hian,
Chairman, Division of O&G, KKH,
Head,
Perinatal Audit & Epidemiology, KKH,
Senior Consultant,
Maternal Fetal Medicine, KKH,
Assoc Prof,
Duke-NUS Graduate Medical School,
Singapore



"...It has always been my dream to take an EMBA course because I am a working mum. It was very difficult for me to get all in one... Two things came to my mind. Firstly, I have a chance to take an EMBA. Secondly, I am going to an EMBA programme that is world class... and I have an opportunity to see Universities in US, India and China... those things I believe it is very unique to this programme..."

Elisa Abalajon Algarra,
HR Director,
Kraft Foods Philippines,
Philippines

"I find the class very stimulating... I have learnt a lot and I can apply it immediately when I go back to work."

Liaw Uan Eng,
Group Financial Controller,
Jasra Sdn Bhd,
Malaysia

"If you are hesitating or had hesitated just come to experience it and just do it."

Lim Shan Shan
Paileen,
Managing Director,
Search Haus
Consulting (S) Pte Ltd,
Singapore

"Join SMU EMBA and enjoy the classes. You will know that the courses are really value for money because they have a very rich base of classmates..."

Sim Wai San Sally,
Regional Deputy,
General Manager,
Hanjin Shipping
Singapore,
Singapore

Industry Insights Series

The "Industry Insights Series" is an innovation that we are proud of here at Singapore Management University. In talks with distinguished business leaders throughout Asia we found that a large number of executives believed that it was the expanse of one's knowledge that made for the most successful and valuable MBA graduates. A working knowledge of the latest trends in sciences, technologies and research techniques makes for a lifetime of continued learning and advancement.

"Developing and designing this programme was an eye opening and enriching process. We had an opportunity to meet with over 100 business and government leaders in China, India, Thailand, Singapore, and Vietnam. What we have created at Singapore Management University is the finest Executive MBA programme to address the diverse challenges highlighted by these leaders."



Professor Philip C. Zerrillo,
Executive Director,
Office of Postgraduate
Professional Programme



SMU EMBA



An Innovative Curriculum

Managing Change Agility	Business Acumen & Integrity	Sustainable Performance
Agile & Disruptive Strategy*	Managerial Economics	Operations & Supply Chain Management
Crisis Management & Advocacy*	Corporate Finance	Strategic Marketing Management
Innovative & Growth Management*	Financial Report & Analysis	Executing Strategy
Negotiation & Conflict Resolution*	Corporate Governance & Ethics	Strategic Initiative Project*
		Speaker Series on Corporate Social Responsibility & Project*
Leadership & Vision	Global Perspective	Resource Development
Leading in a Global Environment	Political Economy: Global & Regional	Network & Alliance Building*
Corporate Strategy in a Global Environment	Contemporary Issues in Asian Business	Raising Capital & Resource Management*

* - Specifically designed for SMU EMBA

Leadership & Vision

A global perspective is important. But to be useful, Asia's future leaders will need to be able to synthesise their perspective into a vision that can be articulated and communicated in a manner that will inspire their organisations.

Business Acumen & Integrity

There is no substitute for understanding the world of business. Tomorrow's leaders, like today's, will need a solid knowledge platform and an internal compass that allows them to ply their trade in a forthright and efficient manner.

Global Perspective

To continue to grow it will be necessary to look beyond one's comfort zone and cultivate markets that may not be apparent today.

Managing Change & Agility

One thing that is certain is change! The firms that will succeed will be those that have the talent to recognise when it is time to change and how to effect meaningful and useful change. Nowhere will this be more important than in Asia as growth brings about a series of challenges that necessitate dynamic leadership.

Sustainable Performance

Building processes, policies and procedures that are sustainable, implementable, traceable and repeatable is essential to executing one's vision.

Resource Development

Great leaders will need to excel at acquiring and developing the resources needed for success. Knowing how to develop and retain resources is essential to the growing enterprise.

COURSE DESCRIPTIONS

Leadership & Vision

Leading in a Global Environment

Organisational leaders need to sustain business growth, manage associates, and harness passion in the face of adversity. This course will allow you to reflect upon your leadership qualities and develop a personal leadership action plan to further your individual, team and organisational effectiveness. Through self-awareness exercises, case studies of successful leaders and recent leadership research, you will be empowered to take charge and be a high-performance leader.

Corporate Strategy in a Global Environment

Corporate Strategy in a Global Environment considers the strategy of the firm as a whole, and the interrelations between different divisions. The course will analyse the dynamic forces driving globalisation, how they shape competition, and the critical role of strategy in the success of enterprise operations. This module provides tools and frameworks to assess the global dynamics of industries, with specific focus on how resource availability and macro-environmental constraints of a region affect operational strategy and corporate governance.



Mr Choo Chiau Beng,
CEO, Keppel Corporation Ltd,
Chairman, Keppel Offshore & Marine Ltd,
Singapore, addressing the students in January 2012

Singapore

Singapore is a vibrant city, rapidly becoming the major commercial hub in Asia attracting hundreds of multinational corporations. Its focus on technology, innovation, finance and services has made it one of the fastest growing economies in the world. Singapore Management University, located in the heart of the business district, a leading university in Asia focused on business education and research, will be your home during the segments in Singapore.



Business Acumen & Integrity

Managerial Economics

Investigate the principles of economic decision making with elementary tools from probability theory. This course serves as the foundation for later coursework in finance. Topics include product pricing, the distinction between marginal versus average revenue, and risk-adjusted rates of return.

Corporate Finance

Learn to select and finance the right investment opportunities with modern techniques of portfolio theory that enable managers to appropriately value their firm's assets. The motivation and implications of corporate events such as recapitalisations, public offerings, leveraged buyouts, equity spinoffs, mergers, and acquisitions will also be examined.

Financial Reporting & Analysis

This module provides students with an overview of the various elements involved in financial statements, from the point of view of the shareholder. It covers the measurement of assets and liabilities and the recognition of income and expenses as well as managerial techniques for analysing financial statements.

Corporate Governance & Ethics

Ethics and social responsibility is of utmost importance in today's corporate world. This module aims to create an understanding of how and why the reputation and success of organisations are increasingly and intricately linked to the level of ethical conduct, social responsibility and accountability to stakeholders. It also looks at the ways that society and governments expect corporations to behave - with regards to ethics and social responsibility.

Global Perspective

Political Economy: Global and Regional

This course aims to provide leaders with conceptual tools and frameworks that allow systematic thinking about environmental factors that restructure companies, industries, competitive balance and countries. Discover tools used for analysing countries, systems, trends, stakeholders, scenario developments, regional competitive impact, investment risk and potential return assessment. The objective is to assess potential shifts in stakeholder power within an industry or country, and suggest appropriate responses to these changes.

Contemporary Issues in Asian Business

Managing across the diverse borders, economies, legal systems and cultures of Asia can often present unique problems for regional managers. This module will present dimensions of culture, politics, and economics as well as a host of other elements with the intention of transforming students into effective cross cultural managers, leaders and negotiators.



Jayanthi Natarajan,
Honourable Minister,
Indian Minister of State for Environment and Forests,
India, addressing the students in November 2011



USA, Philadelphia

Philadelphia in the State of Pennsylvania is the fifth-most-populous city in the United States. It is a city rich in culture and filled with over 300 years of American history. It is the city of Benjamin Franklin and the Liberty Bell and famous for its Philly Cheese Steak. The Wharton School, one of the top business schools in the world, will host you for a week.

Resource Development

Network & Alliance Building

Inter-organisational relationships and cooperative business ventures have become central to competitive strategy as firms look to attain outcomes from partnerships that they cannot attain individually. As a result, the study and execution of alliance strategies is of central value to the modern firm. This module will examine what alliances are, why companies use them, how they are designed and managed, and what effects the spread of cooperation has on competition.

Raising Capital & Resource Management

Discover the decision frameworks financial professionals use to construct a company's optimal capital structure. Obtain a thorough understanding of the strategic considerations involved in raising funds for investments. Find out how capital structure decisions at the company level influence project decisions at the departmental level. This course will explain how characteristics of capital markets impact the process and prospects of raising capital. This course will help you gain a more complete understanding of corporate restructuring, mergers, acquisitions and bankruptcy. Enterprise resource management provides an overview of how resources can be better managed to satisfy customers' needs through integration of business operations.

Managing Change & Agility

Agile & Disruptive Strategy

Company failures appear even more prevalent in difficult times. Whether these difficult times arise from changing economies, changing industry landscapes, or direct competition, they yield the same results: failure to meet stakeholder expectations. We shall look

at how successful strategies often lead to inertia, preventing companies from reacting to change. This course examines the importance of having agile strategies, agile structures, and agile people in today's complex environment and key approaches to developing and executing agile strategy in a disruptive environment.

Crisis Management & Advocacy

This module will provide you with a fundamental understanding of crisis management, risk communications, media relations, and public opinion research techniques. You will be provided with the knowhow to anticipate, manage and control possible real-world controversies. You will also learn to deploy various tools of policy advocacy and apply them in a real world context.

Innovation & Growth Management

The focus of this module is to provide an in-depth exposure to the process of starting and scaling an enterprise from the idea and business plan stage into that of a company. You will develop a start-up idea by formulating and executing a research project, which includes, assessing and validating market opportunities; developing an actionable business plan and pitching to investors. You will learn how to set up the right management team for the new enterprise. The class will provide you with exposure to how integrative entrepreneurial execution can be successfully utilised in a variety of career and work context.

Negotiation & Conflict Resolution

This highly interactive course will focus on the dynamics of negotiation and on building personal and organisational negotiating capacity. You will learn various negotiation techniques, design deals that create value and optimal agreement, think and act strategically in team and multiparty negotiations, understand the universal principles of persuasion, and learn to influence your counterpart negotiators from different cultures effectively. The conflict resolution segment will introduce you to the core dynamics of conflict and its effective management. The same segment will then focus on mediation as a widely used and practical resource in dealing with conflicts.

India, Hyderabad

Hyderabad is the 2nd best Indian city for doing business according to the recently published World Bank Report. It is home to some of the prominent information technology, biotechnology, pharmaceuticals and infrastructure companies in the world. Its heritage dates back to over one half a millennium and it is home to some of the most spectacular examples of Indian architecture. You will spend a week at the Indian School of Business, one of the top business schools in India.



Sustainable Performance

Operations & Supply Chain Management

This module will focus on how organisations maximise their resources efficiently. You will study how important it is to integrate your suppliers, vendors and customers as part of your internal process. Topics include the use of technology, process management and change management as an integral part of your organisation's success.

Strategic Marketing Management

In this course, you will gain an understanding of strategic marketing by addressing key challenges associated with aligning marketing activities with corporate strategy. It will provide frameworks, concepts and tools necessary to ensure that marketing organisations are focused on the appropriate and measurable activities that drive business results. It also explores strategic opportunities and threats associated with the management of customer relationships.

Executing Strategy

The execution of a strategy is multi-stepped and often complex and interconnected with the various functions of an organisation and also its environment. This course will discuss the strategic planning process, with an emphasis on the steps leaders must take to ensure a strategy is planned, communicated and executed to deliver results intended.

Strategic Initiative Project

Strategic Initiative Project (SIP) is an approach that challenges you to learn through immersion in a real problem. It is a format that develops problem solving strategies and sector knowledge bases and skills by placing you in the active role of problem-solvers confronted with an ill-structured situation that simulates the kind of problems you are likely to face as managers in complex organisations.

SIP makes a fundamental shift — from a focus on teaching to a focus on learning. The process is aimed at using the power of authentic problem solving to engage you and enhance your learning and motivation. There are several unique aspects that define the SIP approach: Learning takes place within the contexts of currently occurring tasks, issues, and problems. That is, these are truly real-world concerns.

Speaker Series on Corporate Social Responsibility & Project


Corporate Social Responsibility (CSR) is being embraced by more companies today than ever before. We see more companies redirecting resources away from traditional advertising towards social responsibility campaigns. Social responsibility is embraced by firms in a broad spectrum of ways from ad hoc activities, to strategic partnerships, to business model integration. This speaker series on Corporate Social Responsibility will host thought leaders who can bring a multitude of issues to light, and address the issues in the Asian context. The class will be divided into groups and each group will submit a CSR Project at the end of the programme.

China, Beijing

Beijing, the capital of China hosted the 2008 Olympics with spectacular success. It is home to 26 Fortune Global 500 companies, the third most in the world, behind Tokyo and Paris. Peking University, one of the top 2 universities in China, will be hosting you.



PROGRAMME CALENDAR

2013				2014			
2 weeks	1 week	1 week	1 week	1 week	1 week	2 weeks	
							
Singapore 6—18 May	USA 15—20 Jul	Singapore 9—14 Sep	India 11—16 Nov	Singapore 6—11 Jan	China 3—8 Mar	Singapore 28 Apr—10 May	

Schedule subject to changes.





APPLICATION DETAILS

Admission Requirements

Ideal applicants will have:

- Demonstrated exceptional leadership potential, strong management skills and the intellectual capacity required to complete our rigorous programme.
- Bachelor's degree or equivalent professional qualification.
- Suggested 10 years of work experience.
- GMAT or SMU Admission Test.

Application Deadlines

We process applications in 3 rounds. The deadlines for the class starting May 2013 are as follows:

• Round 1 / 1 October 2012 • Round 2 / 3 December 2012 • Round 3 / 25 February 2013

We recommend that online applications are completed by these deadlines so that they can be reviewed by the admissions committee. Completed applications received in between deadlines will be processed and reviewed within two (2) weeks. The SMU EMBA programme starts on 6 May 2013. Completion is in May 2014 and graduation is in July 2014.

Programme Fees

Application / **S\$200 (non-refundable)**

Tuition Fees / Tuition fee is **S\$98,000**, subjected to GST. Tuition fee includes study materials, meals during residential segments and accommodation in USA, India and China.

S\$10,000 to be paid upon acceptance

S\$30,000 by 29 Mar 2013

S\$30,000 by 27 Sep 2013

S\$28,000 by 31 Jan 2014

Other expenses excluded from the programme and to be borne by participants: accommodation in Singapore and all airfares.

A DIFFERENT UNIVERSITY

A Novel & Important Participant In Management Education & Research

Founded on the principles of a new education environment, Singapore Management University was launched in collaboration with Pennsylvania University's Wharton school, with the goal of bringing advanced management practices to Asia. Towards that goal, we have designed our curriculum, research centres and teaching pedagogy to be a first tier university that both creates and disseminates knowledge.

AACSB Accreditations in Business & Accounting

The Singapore Management University has earned accreditation from AACSB International (AACSB) in business and accounting for its Lee Kong Chian School of Business and School of Accountancy. It is one of the youngest universities to have earned both accreditations and one of only two in South East Asia. As the hallmark of excellence in business education, AACSB accreditation has been earned by less than five per cent of the world's business schools. Including SMU, there are 620 business schools in 38 countries that maintain AACSB accreditation. Separately, 177 institutions maintain an additional specialised AACSB accreditation for their accounting programmes. Achieving accreditation is a process of rigorous internal review, evaluation, and adjustment. In

addition to a set of criteria that an institution must meet before they can embark on the process of accreditation, the actual process requires several years to complete. During these years, the school develops and implements a plan to meet the AACSB accreditation standards, which require a high quality teaching environment, a commitment to continuous improvement, and curricula responsive to the needs of businesses.

Five-year EQUIS Accreditation in Lee Kong Chian School of Business (LKCSB)

The five-year accreditation conferred by the European Foundation for Management Development (EFMD), which covers all programmes offered by the LKCSB from the undergraduate degree up to the Ph.D. level, brings us to the ranks of leading business schools around the world.

This vote of confidence has come merely eight months after our attainment of the prestigious AACSB accreditation in April 2011. Both accreditations are testimony of the fine quality of our programmes and faculty, as well as the strong value proposition that we offer to current and prospective students.

According to the EFMD, an institution would be given a five-year EQUIS accreditation if it is assessed to be good in all the EQUIS Standards and excellent in some. The usual accreditation period is three years.

World-Class Faculty With Passion

SMU has 300 faculty members who are selectively recruited from the world's top universities and who are thought leaders in their respective disciplines. SMU EMBA students will gain deep insights from SMU's own diverse faculty as well as invited faculty from top universities.

19 Research Centres & Institutes

SMU has 19 specialised research centres and institutes. The Institute for Innovation and Entrepreneurship, The Centre for Marketing Excellence, The BNP Paribas Hedge Fund Centre, The Sim Kee Boon Institute for Financial Economics, The International Trading Institute and The Institute of Service Excellence are just a few of our centres and institutes that provide cutting edge research that is highly relevant to the business world.

President of SMU,
Professor Arnoud De Meyer,
addressing the students.



WORLD-CLASS FACULTY



Michael Benoliel,
Associate Professor of OBHR
(Practice),
Ed.D., George Washington University



Adel F. Dimian,
Associate Professor of Management
(Practice),
PhD, North Dakota State University



Jeremy Goh,
Associate Professor of Finance,
PhD, Washington University



Benedict Koh,
Associate Dean,
Lee Kong Chian School of Business
Professor of Finance (Education),
PhD, University of Pennsylvania



Themin Suwardy,
Associate Dean,
School of Accountancy,
Associate Professor of Accounting (Practice),
PhD, Monash University



Augustine Tan,
Professor of Economics (Practice),
PhD, Stanford University



Eugene Tan,
Assistant Professor of Law,
J.S.M., Stanford University



Tan Hwee Hoon,
Associate Professor of OBHR,
PhD, Purdue University



Francis Koh,
Deputy Dean,
Lee Kong Chian School of Business,
Professor of Finance (Practice),
PhD, University of New South Wales



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Director, Research Administration,
Office of Research,
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PhD, Princeton University



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Associate Dean,
Lee Kong Chian School of Business,
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PhD, Columbia University



Rajendra K. Srivastava,
Provost and Deputy President
(Academic Affairs),
Professor of Marketing,
PhD, University of Pittsburgh



Howard Thomas,
Dean,
Lee Kong Chian School of Business,
LKCSB Chair in Strategic Management,
PhD, University of Edinburgh



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Executive Director,
Office of Postgraduate Professional Programme,
PhD, Northwestern University

Prominent
Faculty with
Passion

WORLD-CLASS FACULTY

OVERSEAS

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Senthil Veeraraghavan

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Jonathan Asherson,
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Head, Investor Relations
& Research,
United Overseas Bank,
Singapore

Peter Ter Kulve,
Executive Vice President,
SEA & Australasia,
Unilever,
Singapore



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CEO, Alexandra Health
System / Khoo Teck Phuat
Hospital,
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Asia-Pacific Kraft Foods,
SMU EMBA Advisor,
Singapore

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Singapore Compact for
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Bentley University,
Founding Chairman,
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Institute, Singapore

Dave Stangis,
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Corporate Social
Responsibility (CSR),
Campbell Soup,
USA

Jayanthi Natarajan,
Honourable Minister,
Indian Minister of State for
Environment and Forests,
India



Venkat Changavalli,
Former CEO,
Emergency Management
And Research Institute,
India

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China Institute For CSR,
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SMU EMBA PIONEER



STUDENTS GRADUATION



PROGRAMME AT A GLANCE

Name of Programme

Singapore Management University
Executive Master of Business Administration

Programme Design

By more than 100 Senior Leaders Across Asia

Exclusively Designed For

Owners, Operators, Politicians and Senior Leaders

Schedule

- Residential segments in Singapore, USA, India and China
- 9 weeks in total, over 12 months (May 2013—May 2014)
- There are two 2-weeks and five 1-week residential segments in modular format
- Designed to suit your busy schedule while you continue with your full-time business and career

Application Deadlines

- Round 1 / 1 October 2012
- Round 2 / 3 December 2012
- Round 3 / 25 February 2013

Programme Calendar

2013	2 weeks	1 week	1 week	1 week	2014	1 week	1 week	2 weeks
								
	Singapore	USA	Singapore	India		Singapore	China	Singapore
	6—18 May	15—20 Jul	9—14 Sep	11—16 Nov		6—11 Jan	3—8 Mar	28 Apr—10 May

Schedule subject to changes.

Admission Requirements

- You will have demonstrated exceptional leadership potential, strong management skills and the intellectual capacity required to complete our rigorous programme
- Bachelor's degree or equivalent professional qualification
- Recognised achievements
- Age of 30 and above
- GMAT or SMU Admission Test
- Rich work experience

Fees

- The application fee is S\$200 (non-refundable)
- Tuition fee is S\$98,000, subjected to GST. Tuition fee includes study materials, meals during residential segments and accommodation in USA, India and China.
- 1st payment / S\$10,000 to be paid upon acceptance
- 2nd payment / S\$30,000 by 29 Mar 2013
- 3rd payment / S\$30,000 by 27 Sep 2013
- Final payment / S\$28,000 by 31 Jan 2014

Other expenses excluded from the programme and to be borne by participants: accommodation in Singapore and all airfares.

CONTACT US

For programme details and information sessions, or to schedule an appointment,



Call + (65) 6808 5178
+ (65) 6808 5251



Email emba@smu.edu.sg



Visit www.business.smu.edu.sg/emba



Neo Chia Reei,
Director



Kelvin Ng,
Senior Manager



CLASS OF SMU EMBA INTAKE II



SMU Executive MBA

Lee Kong Chian School of Business

Singapore Management University, 50 Stamford Road, Singapore 178899



www.business.smu.edu.sg/emba



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