

NUS EMBA Core Courses

Pages 3-5 contain the outlines of each core course.

The NUS EMBA Learning Model



Becoming a future-ready leader

Eight capabilities to lead with confidence, clarity, purpose and global impact.

In a world defined by disruption and complexity, effective leadership demands more than business acumen. It calls for vision, agility, and purpose.

The NUS EMBA Learning Model builds these strengths through a structured, future-focused framework anchored in a Leadership & Growth Mindset and powered by eight essential capabilities.

Together, they equip you to think strategically, lead across borders, inspire people, and drive meaningful, lasting impact, wherever the future takes you.



Core Courses



Asia and Global Economy



This course delves into the transformative dynamics of the global and Asian economies, emphasising the heightened integration and increasing economic significance of Asia. Against the backdrop of a more interconnected global economy, the course addresses emerging macroeconomic risks, particularly accentuated in the post-pandemic era, including trade tensions, inflation uncertainties, and fiscal challenges. To navigate this volatile landscape effectively, global companies and decision-makers must comprehend the behaviours of markets, companies, and governments within a coherent economic framework. The course utilises tools from modern international macroeconomics and finance to serve as a compass for decision-making. Real-world applications are explored to enhance participants' abilities in identifying macroeconomic opportunities and risks. By the course's conclusion, students are expected to have a clear framework for analysing macroeconomic information, gaining insights into economic growth prospects, understanding current economic trajectories, evaluating international economic events' impact on business decisions, and formulating investment strategies based on international macroeconomic predictions.

Accounting and Information Management



This course serves as an introduction to the foundational principles of financial accounting, aiming to equip you with the skills necessary to interpret and utilise accounting information effectively. Rather than focusing on creating accounting data, the emphasis lies on empowering you as a discerning consumer of this information. Understanding the fundamental mechanics is crucial for this purpose. The course stresses the importance of comprehending the uses, limitations, and consequences of financial accounting data.

The concepts covered in this course are applicable across both U.S. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS). The primary objective is to enable you to leverage accounting information proficiently to address practical business challenges. Furthermore, the class will explore how to apply these fundamental principles to tackle emerging issues, such as those within the domain of carbon accounting.

Business Analytics and Decision Making



The course explores the transformative impact of big data and analytics on businesses, drawing parallels with the process redesign of the 1990s. It delves into various industries like e-commerce, healthcare, and social media, demonstrating the application of predictive and prescriptive analytics methods such as linear regression, logistic regression, and machine learning. Through hands-on experience, participants develop their Analytical Quotient (AQ) to navigate the Industry 4.0 era, employing descriptive, prescriptive, and predictive analytical tools for informed decision-making in uncertain environments. The methodology emphasises problem formulation, model building, data preparation, software application, and effective communication of findings and recommendations to diverse audiences.

Economic Analysis for Managers



Managerial Economics, a core discipline in the EMBA programme, integrates microeconomics with managerial issues to analyse market dynamics, firm behaviour, and economic implications for business operations. The course covers fundamental market forces, consumer and firm behaviour under various market structures, pricing strategies with market power, decision-making under uncertainty, and strategic interactions. Motivating examples, such as the use of coupons, pricing strategies, and behavioural economics, illustrate real-world applications. Students explore theoretical foundations and practical aspects, developing insights into economic concepts, formalising basic theory, and learning how microeconomic tools apply to business practices. The course addresses intriguing questions, like the rationale behind coupon strategies, optimal decision-making amid competition, and customer reactions to pricing variations, encouraging a comprehensive understanding of managerial economics.

Core Courses

Financial Management



This finance course aims to establish a strong conceptual foundation by applying finance theories to practical issues faced by financial managers. It covers essential topics such as the time value of money, portfolio risks, bond and stock valuation, cost of capital, and introduces non-technical aspects of cryptocurrencies and digital assets, along with blockchain-based fundraising methods. The course assumes a basic knowledge of accounting, algebra, and statistics. By the end, participants are expected to grasp shareholder-manager conflicts, assess securities and portfolios, value financial instruments, calculate project costs, and evaluate various financing methods.

Leadership in the Era of Disruption



Leading organisations through today's tumultuous business landscape requires not only the ability to influence a group of people toward achieving a common goal but also continuously adapting to new information and circumstances. Effective leaders earn the respect of employees and can inspire, energise, and motivate high levels of performance even as the organisation faces dynamic changes in competition, opportunities, and resources. This course is designed to introduce students to the concepts, practices, and implications of leading people and teams in organisations while helping students develop an awareness of their understanding, abilities, and limitations in managing people and organisations in an ever-changing world.

Marketing Strategy



This intensive marketing course caters to experienced senior executives seeking both conceptual understanding and practical insights into customers and markets. The programme combines theoretical frameworks and analytical tools with experiential learning, including company visits, dialogues with senior executives, and networking opportunities. Integrating key disciplines like Marketing Strategy, Cross-Cultural Consumer Behaviour, Brand Management, Digital and Social Media Marketing, Analytics, Business Sustainability, and Corporate Social Responsibility, the course promotes strategic thinking in marketing. Emphasising the marketing management process for superior customer value across diverse markets and media channels, the curriculum incorporates global and Asian examples, case studies, and insights from the instructor's Asia Pacific consulting projects. Core marketing themes include Customer Centricity in the Digital Age, External Strategic Alignment for Sustainable Market Leadership, Internal Brand Alignment for a High-Performing Organisation, Marketing Due Diligence (6 Cs), and Purpose-led Marketing.

Managing Organisations



Effectively leading individuals, groups, and organisations is a pivotal aspect of achieving managerial excellence. However, it often proves to be one of the most daunting challenges for managers. This course is specifically crafted to assist you in overcoming this challenge. It aims to do so through three primary approaches.

Firstly, it will furnish you with a structured framework for enhancing both individual and group performance. Secondly, it will facilitate your comprehension and acquisition of essential skills necessary for influencing and guiding the behaviour of individuals within organisational settings. Thirdly, by encouraging self-reflection on your own professional experiences, it will establish connections between the concepts and management techniques discussed in class and their practical relevance to your work environment.

Core Courses

Strategy



This course centres on the fundamental question of business success and explores the strategic responsibilities of leaders in achieving it, with applicability to both profit and non-profit organisations. Rooted in the theories of strategy, management, and economics, the course introduces key concepts related to strategy, customers, competition, competencies, and the business environment. Emphasis is placed on analysing challenging decisions made by senior leaders and addressing the complexities of implementing strategy. The assumption is that firms operate in complex, competitive, changing, and global environments, making strategy crucial. The course integrates current events, with a contextual focus on Asia, and encourages participants to apply their experiences to contextualise discussions. It builds on knowledge from other courses, emphasising organisational effectiveness over efficiency, aligning with Peter Drucker's distinction between "doing the right things" and "doing things right."

Value Chains, Logistics and Operations



This course introduces the strategic operating issues (decisions) involved in managing processes in any organisation from a systems perspective. An operating process transforms inputs into goods, service, or both. Effective and efficient management of these processes is a major competitive advantage. Such advantages, however, can only be realised to the fullest when all functional units are managed as an integrated system. Hence, the capability to manage any processes to achieve system objectives is a key ingredient for success. An understanding of it is essential for all managers and leaders. The course also covers how to leverage on analytics to improve the quality of decisions and to achieve operational effectiveness. Principles for transforming organisations to operational excellence will be emphasised throughout the course.

NUS EMBA Elective courses

Pages 7-12 contain the outlines of each elective course.

Elective Courses



AI: From Basics to Execution

This hands-on workshop equips students with the skills to identify strategic AI opportunities and design tailored implementation roadmaps. Through case studies, collaborative discussions, and practical sessions using synthetic data and accessible tools, participants will prototype AI solutions and build working demos. By the end of the course, students will leave with a portfolio of high-impact use cases and the confidence to lead AI initiatives within their organizations.

The course also introduces key concepts in financing early-stage ventures, including valuation, deal structuring, and exit strategies. Participants will explore how both startups and mature corporations leverage capital—such as corporate venture capital—to drive AI-powered growth.

Blockchain Applications in Finance

This course provides a comprehensive introduction to the non-technical fundamentals and economics of blockchain, followed by an exploration of its applications in finance. Industry experts will contribute guest lectures to shed light on real-world applications, addressing student questions. The course aims to empower students with an understanding of blockchain's practical implications in the finance industry, emphasising a non-technical perspective. Through lectures, discussions, and case studies, participants will gain insights into the diverse real-world applications of blockchain, focusing on its potential to enhance business processes. The course also covers the latest ideas, techniques, and trends in blockchain technology.

Contracts: Understanding Terms & Managing Risks

Contracts are essential to the foundation of any business. This course emphasizes the fundamental role of contracts in business, focusing on understanding their functionality and managing associated risks. Based primarily on Singapore Law, which closely aligns with UK contract law, the course is relevant for international transactions. It includes global examples to provide broader insights into differences across legal systems. The course concludes with a contract drafting exercise, enhancing participants' practical understanding. Ultimately, participants will gain improved comprehension and management skills regarding contracts.

Communications, Influence and Negotiations

This course is a hands-on exploration of effective negotiation and influence, designed to enhance participants' skills in analysing their own interpersonal behaviour. Focused on practical learning, the course emphasises evaluating costs and benefits, strategic planning for negotiations, and fostering confidence in conflict resolution within organisations. The curriculum delves into the core concepts of negotiation, highlights the significance of inspiring communication, and sharpens analytical abilities for predicting behaviour in competitive settings. Participants, including senior leaders, leave with a practical toolkit of negotiation skills, making them adept in navigating various interpersonal scenarios and achieving successful negotiation outcomes.

Elective Courses

Demystifying Board Directorship



This course is tailored for senior leaders contemplating the transition to non-executive board roles. It focuses on the shift from operational duties to strategic governance, providing a comprehensive understanding of the complexities and responsibilities of board directorship. The course offers an introductory guide to these roles and highlights the key differences from executive positions, helping participants determine if a board role suits them and outlining steps to pursue this path.

The course includes engaging components such as self-reflection exercises, peer discussions, essays, classroom interactions, and sessions with guest speakers. These elements are integral to the learning experience, designed to build insight and skills, encouraging participants to critically consider relevant issues and take actionable steps to enhance their development and readiness for board roles post-course.

Ecosystem Enterprise Risk Management



This course highlights how risk management is a crucial value-adding activity that significantly impacts an organization's strategic objectives, financial stability, and reputation. Given the dramatic changes in the global business landscape due to events like the Covid-19 pandemic and geopolitical conflicts, organizations face numerous risks, including supply chain disruptions, cyberattacks, and technological advances. These challenges underscore the need for a comprehensive enterprise-wide risk management approach.

Throughout the course, participants will engage in learning and development activities, including mini-workshops and breakout sessions, to apply their knowledge in practical business settings. The course also includes video materials to highlight current corporate challenges, particularly in climate change, cybersecurity, and technological innovations such as generative AI and cloud computing.

ESG Strategies and Corporate Governance



This course provides students with a curated learning experience focused on understanding the principles and practicalities of sustainability and corporate governance in the global context, with a specific emphasis on the Asian landscape. Grounded in the practical competencies essential for leaders in crafting environmental, social, and governance (ESG) strategies for sustainable organisations and value chains, the course addresses the latest developments in thought leadership. It explores critical issues in ethics and risks within the evolving ESG era, applying governance principles to sustainability domains and aligning diverse stakeholder interests. Beyond regulations, the course equips students with a practical toolkit for current and future corporate practices. The objectives include fostering a deep and practical comprehension of corporate sustainability and governance, instilling an insightful appreciation of the evolving field, acquiring perspectives on substantive topics, developing competence in analysing and presenting cases with a focus on realism, and nurturing a lifelong self-directed habit of staying informed about contemporary events in corporate sustainability and governance.

Futures Thinking and Scenario Planning



This course is designed to assist senior executives in adopting a more forward-looking perspective for their businesses, fostering resilience and instilling an innovation mindset within their teams. In the midst of continuous change marked by technological advancements like mobile devices, the Internet of Things, customer experience technologies, real-time data, and generative AI, the course aims to disrupt short-term and siloed thinking prevalent in many organisations. Through immersive hands-on exploration of the future, drawing insights from both Western and Asian perspectives, participants will gain a comprehensive understanding of the impact of trends on their businesses. The course objectives include discussing the essential yet challenging aspects of planning for the future, exploring various future thinking models employed by Western and Asian futurists, designing future sensing and trend-spotting mechanisms, critically evaluating disruptive digital technologies, and creating vivid visions of the future.

Elective Courses

Future of Work



The course on the Future of Work takes a structured approach to explore the key dimensions of organizational evolution, technological advancements, and changing workforce dynamics. It focuses on three main areas: Organizations, Systems, and People. Under Organizations, students investigate new models like Decentralised Autonomous Organisations (DAOs) and future organizational cultures and structures. In Systems, the course examines the influence of AI on HR systems, ethical considerations, and future strategies for employee rewards.

In the People section, the course addresses shifts in work expectations, demographic changes, and the significance of corporate culture. It emphasizes concepts such as the Learning Organisation and psychological safety. Overall, the course is designed to equip participants with the necessary knowledge and skills to effectively navigate the complexities of the evolving work landscape.

Global Immersion

Through strategic partnerships, our students can join **short exchange programs at over 30 prestigious global institutions**, including Fudan, UC Berkeley, IE, IMD, HEC, Oxford and Yale, spanning multiple continents.

Program Highlights:

- **Intensive Courses:** Schools offer specialized modules reflecting their expertise and regional insights.
- **Cultural Immersion:** Students participate in cultural activities and business tours for a deeper understanding of local practices.
- **Global Networking:** The program connects EMBA students worldwide, fostering cross-cultural collaboration and professional networking.

This offers EMBA students a chance to expand their global perspectives, enhance leadership skills, and engage with a diverse business community.

Growth Finance



This executive course explores how both entrepreneurial ventures and established firms finance growth through private capital markets. Blending lectures, case studies, and practical exercises, the course examines the unique challenges founders face in raising early-stage financing—such as uncertainty, control trade-offs, liquidity needs, and deal-based funding environments. It focuses on how founders evaluate growth potential, manage investor relationships, and make financial decisions that shape the long-term trajectory of their ventures.

The course also addresses how established firms approach financing innovation, particularly through corporate venture capital. Participants will explore how these firms respond to entrepreneurial threats, fund internal growth projects, and invest in new ventures while managing information disclosure and strategic risk. Taking both founder and investor perspectives, students will learn to navigate valuation, deal structuring, governance, and exit planning in dynamic and often uncertain environments.

International Business and Internationalisation



This course delves into the intricacies of the international business landscape, examining both the processes and obstacles encountered during internationalisation endeavours. The exploration will be structured around three main focal points.

Initially, the class will delve into understanding the institutions and organisations that exert influence over international business operations and the intricate process of internationalisation, with a particular emphasis on Asian Business Environments. Following this, our focus will shift towards identifying and comprehending the pivotal decisions driving the internationalisation journey.

Subsequently, the class will scrutinize the fundamental decisions and challenges inherent in managing a firm that has embarked on internationalisation, irrespective of its scale, whether it be a small to medium-sized enterprise (SME) or one of the global giants.

Elective Courses

Navigating Asia's Geostrategic Landscape

This course examines critical geo-political and geo-economic issues facing Asia, with the aim of understanding major trends of regional security and economy. The substantive issues that the course will cover are: major IR theories; US-China strategic rivalry I; US-China strategic rivalry II; the Taiwan Strait issue; North Korean nuclear threat; Japanese foreign policy; territorial disputes in Asia; ASEAN and regionalism in Southeast Asia; non-traditional security I (human rights and climate change); and non-traditional security II (Mekong river and demographic change). The course will provoke your critical thinking about regional affairs and strategic issues, and engage in both theoretical and policy relevant debates.

Sustainability Reporting and ESG Investing

This course on sustainability reporting emphasises its role in enhancing shareholder value by promoting organisational awareness and resilience through sustainable practices. The link between companies' financial performance and effective handling of Environmental, Social, and Governance (ESG) risks is highlighted. The challenge lies in bringing ESG issues to senior management and board directors unfamiliar with sustainability discussions. Led by an experienced SGX listco board director, the course focuses on driving sustainability leadership from the boardroom and leveraging ESG as a competitive advantage, supported by actual case studies. Strong board leadership in establishing clear direction, strategy, and robust governance practices is identified as the distinguishing factor for companies in ESG growth. These transformative changes are recognised as the most significant in business over the past 50 years, reshaping the operational landscape for governing boards.

Service Management

Service Management is designed to complement other courses such as Marketing Strategy, Competitive Strategy, Operations Management, and Leadership/HR. In the evolving service and knowledge-based economies, this course focuses on creating and monetising value through the effective management and marketing of services. Key elements include understanding the design and packaging of intangible benefits, optimising service operations and technologies, fostering motivated and competent service employees, building a loyal customer base, and developing a coherent service strategy for enhanced business performance. The course covers various aspects, including technology in service, managing customer loyalty, diagnosing and improving service quality, strategic complaint management, and effective customer feedback systems. Topics also include managing people for service advantage, designing and delivering the service experience, and driving a service revolution to foster a rapid improvement in service culture.

Technology, Innovation & Entrepreneurship

This course provides a comprehensive exploration of technology entrepreneurship, covering aspects such as fundraising and management. While grounded in theory and research, its primary focus is on practical applications. The course utilises case studies and panel discussions to illustrate the innovation processes and entrepreneurial scenarios, showcasing the challenges and decision-making involved in navigating startup landscapes.

Although the course primarily targets those with entrepreneurial aspirations, its insights are relevant to intrapreneurial and innovation scenarios within organisations. It emphasises that entrepreneurship and innovation are complex and unique to each situation, spanning various industries and phenomena. The course primarily concentrates on high-potential, high-growth enterprises, which often require substantial investments from large firms or venture capital.

Elective Courses

Winning Strategy in Asia



Today, emerging markets constitute 36% of the global GDP, with projections indicating a potential US\$30 trillion opportunity by 2025. Notably, India, China, and other Asian countries are poised to dominate global middle-class consumption, surpassing the EU, US, and Japan. Despite this potential, most multinational corporations (MNCs) are struggling to capitalise on these opportunities, earning only 17% of their total revenue from these markets. The primary hurdles include low purchasing power and numerous institutional voids in areas like infrastructure and regulatory frameworks. This session aims to explore why MNCs face challenges in emerging markets and how to convert these challenges into opportunities. It emphasises the need for MNCs to adapt to local conditions, navigate regulatory complexities, and innovate in both product and delivery systems to succeed in the unique environment of emerging Asia.

Elective Course Schedule

Below is the list of electives offered in The NUS EMBA, categorised by the respective segments they fall under.

	YEAR 1					
	MAY	JUN	AUG	SEP	NOV	DEC
Futures Thinking and Scenario Planning (F2F)	●					
Blockchain Applications in Finance (F2F)		●				
Winning Strategy in Asia (F2F)		●				
Contracts: Understanding Terms & Managing Risks (F2F)		●				
International Business & Internationalization (F2F)			●			
Communications, Influence & Negotiations (F2F)			●			
Demystifying Board Directorship (F2F)				●		
Navigating Asia's Geostrategic Landscape (F2F)				●		
Ecosystem Enterprise Risk Management (Online)					●	
Technology, Innovation & Entrepreneurship (F2F)					●	
Sustainability Reporting & ESG Investing (Online)						●

	YEAR 2				
	FEB	MAR	MAY	JUN	AUG
Service Management (F2F)	●				
ESG Strategies and Corporate Governance (F2F)		●			
Blockchain Applications in Finance (F2F)			●		
Winning Strategy in Asia (F2F)				●	
Growth Finance (F2F)				●	
Global Immersion with 30+ universities; Esade, CEIBS, ESSEC or GNW (F2F)				●	
Future of Work (F2F)		●		●	
AI: From Basics to Execution					●

	In-Country Segment
	Off Segment



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