

NUS EMBA Core Courses

Pages 2-4 contain the outlines of each core course.

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.

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.

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.

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 & Markets

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.

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.

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.

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 6-9 contain the outlines of each elective course.

Elective Courses



AI in HRM

The advent of artificial intelligence (AI) and machine learning (ML) has revolutionised various facets of management, particularly human resource management (HRM). Managers now leverage ML algorithms to forecast performance and turnover, enhance recruitment results, and boost employee engagement, among other applications.

Acknowledging the widespread adoption of AI and ML, this module aims to familiarise students with the fundamental concepts and methodologies underpinning these technologies. Through practical demonstrations of successful AI applications in management, the module will provide students with valuable insights. Additionally, students will be introduced to computing techniques to develop the necessary vocabulary and skills to effectively deploy ML for improving HRM and other management functions.

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.

Analytics for Leaders

This course delves into the realm of data analytics, exploring its components, the key factors for successful implementation, and its application in mature markets. The curriculum covers best practices for both descriptive and predictive analytics, highlighting the transformative impact of analytics on business models. Additionally, the course delves into the intricacies of designing a data project. The objectives include developing an understanding of big data characteristics, applying analytics for improved decision-making in business, employing best practices, mastering the art of designing a data project, and ultimately leveraging analytics to bring value to organisations.

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

Emerging Tech and the Value of Data

The course delves into the transformative impact of information and communication technologies, with a specific focus on artificial intelligence (AI). The instructor provides a non-technical introduction to AI, highlighting its applications in business, while also addressing concerns about bias and explainability in AI-driven decisions. The course evaluates current proposals for the corporate governance and regulation of AI. The second part of the course explores the constraints of AI algorithms, considering material resources like semiconductors, electricity, and data, along with the physical limitations governed by the laws of physics. It introduces quantum computing as a potential solution and emphasises the value of data as a corporate asset. This course aims to provide students with a balanced understanding of AI, quantum computing, and data valuation, enabling them to engage in relevant and informed discussions about the opportunities and risks of these technologies in the digital economy. Practical examples encourage students to reimagine business models with emerging technologies and along data supply lines.

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.

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.

Future of Work

This course on the Future of Work employs a structured approach to examine key dimensions of organisational evolution, technological advancements, and changing workforce dynamics. It addresses three main areas: Organisations, Systems, and People.

Under Organisations, students explore emerging organisational models like Decentralised Autonomous Organisations (DAOs) and consider future organisational cultures and structures.

Within Systems, the course analyses the impact of AI on HR systems, ethical considerations, and strategies for rewarding employees in the future workplace.

Regarding People, it delves into shifts in work expectations, demographic changes, and the importance of corporate culture, emphasising concepts like the Learning Organisation and psychological safety.

The course aims to equip participants with the knowledge and skills needed to navigate the complexities of the evolving work landscape effectively.

Elective Courses

Global Immersion

Global Immersion gives students the opportunity to pursue intensive study at another network school, in a focused course that leverages the perspectives, programmes, and faculty expertise of that school. Alongside their counterparts from elsewhere in the network, students attend classes, tour local businesses, and meet with experts focused on current business problems.

Through direct partnerships and affiliations, our students can engage in short exchange programmes at 30+ schools worldwide spanning Asia, Africa, North America, South America, Europe, and Australia.

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.

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.

Elective Courses

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.

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 (Hybrid)		●				
Winning Strategy in Asia (F2F)		●				
AI in HR (F2F)			●			
Future of Work (F2F)			●			
Emerging Tech and the Value of Data (Online)				●		
Global Immersion- UCLA (F2F)				●		
Communications, Influence and Negotiations (F2F)					●	
Analytics for Leaders (Online)						●
Global Immersion- UCLA (F2F)						●

	YEAR 2				
	FEB	MAR	MAY	JUN	AUG
Service Management (F2F)	●				
Sustainability Reporting and ESG Investing (Online)		●			
ESG Strategies and Corporate Governance (F2F)			●		
International Business & Internationalisation (F2F)			●		
Blockchain Applications in Finance (hybrid)				●	
Winning Strategy in Asia (F2F)				●	
Global Immersion- UCLA, GNW (F2F)				●	
Technology, Innovation & Entrepreneurship (F2F)					●

	In-Country Segment
	Off Segment



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