

UCLA – NUS EXECUTIVE MBA PROGRAMME OFFICES

UCLA Anderson School of Management

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UCLA – NUS EXECUTIVE MBA

UCLA



NUS
National University
of Singapore



EXPAND YOUR POTENTIAL



An aerial photograph of a city skyline, likely Los Angeles, featuring a dense residential area in the foreground and a cluster of skyscrapers in the background. A large, gold-colored geometric shape, resembling a stylized mountain or a series of connected line segments, is overlaid on the left side of the image, extending from the top left towards the center. The sky is a clear, light blue.

BEYOND THE HORIZON

**Four countries, two top universities, two world-class MBA degrees.
One extraordinary experience!**

Join the ranks of aspiring senior executives and a world-class faculty as we venture into the ever-evolving global business landscape.

Backed by two of the world's leading universities, gain a truly global perspective through the UCLA – NUS Executive MBA and excel beyond your leadership and management potential.

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LEADERS OF THE FUTURE

The complexity of economic globalization and accelerating technological change has increased demand for leaders with cross-functional knowledge of business and a sophisticated world view. Having a strong foundation for global leadership is critical for leaders to succeed and thrive.

Conducted in a setting that brings together seasoned managers and trailblazing professors, the UCLA – NUS Executive MBA is a management education partnership that exposes senior executives to the diversity of knowledge and skills that are essential in 21st century organizations.

With the rapid transformation and growth in the Pacific Rim, students in the program take a deep dive to acquire sophisticated insights into this economic “hot zone,” guided by world-class faculty with multiple and varied perspectives.

The unique partnership between two highly respected educational institutions offers you a global learning experience that hones your analytical and critical thinking skills. The immersion in four global cultures brings with it a diverse mix of international students and faculty, which in itself leads to lively learning and deepens your knowledge of market-specific nuances. This curricular rigor and effectiveness are reflected in our global rankings.

We truly believe this will be the start of an intellectually stimulating and challenging leadership journey, enhancing the career you have built and empowering the future you envisage.



**Professor
Judy D. Olivan**

*Dean and John E. Anderson Chair
in Management*

UCLA Anderson School
of Management
University of California,
Los Angeles, USA



**Professor
Bernard Yeung**

*Dean and Stephen Riady
Distinguished Professor*

NUS Business School
National University
of Singapore

AT THE FOREFRONT OF A GLOBAL PERSPECTIVE

The UCLA – NUS Executive MBA program brings together the resources of two of the world's great universities to provide senior executives with a truly global perspective on leadership and management with immersion in both Asian and North American perspectives.

Conducted in six vibrant cities - Singapore, Los Angeles, Shanghai, Shenzhen, Delhi and Bangalore, this 15-month program prepares you for top leadership positions. Throughout the journey, you will gain deep insights into broader corporate functions, develop essential skills and hone leadership capabilities directly relevant to the most critical business and organizational issues in our rapidly globalizing world.

The rigor of the curriculum is reflected in the blend of theory and practice. Ranging from analytical

problem-solving to negotiation skills, these subject areas prepare you for the very highest leadership roles. Above all, the program encourages the sharing of ideas between you and the other accomplished professionals taking part in the program, as well as the many senior executives you will meet in each of the six cities.

Upon completion, you will receive two MBA degrees (one each from UCLA and NUS) and become a member of our extensive and powerful global alumni networks of both universities.

We invite you to join the elite group of global leaders who will be enrolling in this program!



**Professor
Carla Hayn**

Academic Director

UCLA Anderson School
of Management
University of California,
Los Angeles, USA



**Professor
Lan Luh Luh**

Academic Director

NUS Business School
National University
of Singapore

JOIN A WORLD-CLASS PARTNERSHIP

UCLA ANDERSON SCHOOL OF MANAGEMENT

Established in 1935, UCLA Anderson School of Management is regarded as one of the leading management schools in the world. Renowned for teaching excellence and research in advancing management thinking, UCLA Anderson provides management education to more than 1,800 students annually through its MBA, masters, doctoral and executive education programs.

Through selective admissions, varied and innovative learning programs, and a world-wide alumni network of 38,000, UCLA Anderson develops and prepares global leaders for an ever-changing business landscape.

Located in one of the most vibrant, creative and culturally diverse cities in the United States - and the heart of Southern California's powerful economy, UCLA Anderson is strategically positioned at the leading edge of global business activity today. Local Influences such as media and entertainment, real estate, entrepreneurship and technological innovation, and a strong focus on and commitment to sustainability and clean technology all impact the day-to-day academic and practical experiences of UCLA Anderson's faculty and students.

NUS BUSINESS SCHOOL

For over 50 years, NUS Business School has offered a rigorous, relevant and rewarding business education to outstanding men and women from across the world. The School remains distinctive among the world's leading business schools by offering the best of global knowledge with deep Asian insights, preparing students to lead Asian businesses to the forefront of the world economy and to help global businesses succeed in Asia.

Known for research quality and great teaching, the School has a distinguished international faculty educated in renowned universities from around the world and faculty members are committed to providing students a top-rate business education.

The School has consistently received top rankings in the Asia-Pacific region by independent publications and agencies, such as The Financial Times, Economist Intelligence Unit, and QS Top MBA, in recognition of the quality of its program,

faculty research and graduates. In the Financial Times Global Rankings, the NUS MBA is ranked 26th in 2017, while the UCLA - NUS Executive MBA and NUS Executive MBA were ranked 6th and 17th respectively in 2016.

The School is accredited by AACSB International (Association to Advance Collegiate Schools of Business) and EQUIS (European Quality Improvement System), endorsements that the School has met the highest standards for business education.

As part of the National University of Singapore, a top globally ranked university, NUS Business School shares the University's global reputation for academic excellence in education, research and service. With NUS being a comprehensive university with disciplines in medicine, architecture, engineering, computing, law, social sciences, and more, we are in a unique position to leverage on the breadth and depth of the University, including accessing a vast and highly diverse student body of over 37,000 students on campus and a global network of over 30,000 alumni.



TWO WORLD-CLASS MBAs IN 15 MONTHS

1ST YEAR

MAY

(2 weeks)

SINGAPORE

AUG

(2 weeks)

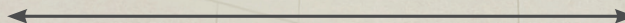
LOS ANGELES

NOV

(2 weeks)

SHANGHAI / SHENZHEN

Concurrent Sessions with Senior Intake



After an intensive 15 months of study, you will graduate from the program with not one, but two globally recognized MBA degrees. You will work with some of the finest management academicians on both sides of the Pacific to acquire outstanding management and leadership skills, as well as deep insights into the ongoing transformation of the world's global economies.

The program is structured in a series of 6 two-week segments – designed to accommodate the demanding work schedule of your full-time job. How it works: you fly in, commit full-time for two weeks, then return to your work full-time before the next segment begins.

One great advantage of this focused, segmented approach is you can immediately apply new skills, techniques and richer perspectives on your working life. In the meantime, you can also maximize your networking opportunities by having concurrent sessions with the senior intake in the first two segments and the junior intake for the last two segments.

Each segment consists of three program modules in a small class size that encourages interaction, helping you get more from both your tutors and the accomplished peer group you will be learning with.

2ND YEAR

FEB/MAR

(2 weeks)

BANGALORE / NEW DELHI

MAY

(2 weeks)

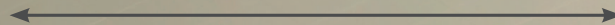
SINGAPORE

AUG

(2 weeks)

LOS ANGELES

Concurrent Sessions with Junior Intake



GLOBAL LEARNING

SEE THE WORLD THROUGH A DYNAMIC LENS



Singapore



USA



China



India

The UCLA – NUS EMBA will immerse you in four of the most vibrant and exciting business environments in the world today – Singapore, USA, China, and India. Spending time in key cities, you will gain first-hand knowledge of these economies and insight into different approaches to conducting business.

Company visits, roundtables, panel discussions, and talks with distinguished speakers, promise to enhance your global viewpoint through rich immersion in local business cultures.

A two-part international Management Practicum will also help you closely examine leading businesses and organizations that are redefining economies and business communities in these vibrant global markets.

You will also be learning from participants who are living and working in very different parts of the world. They bring a variety of rich and distinctive backgrounds into the classroom and add to the mix of knowledge, perspectives, and experiences.

POWERED BY INTELLIGENCE AND EXPERIENCE

We recognize that at the EMBA level, you arrive in the classroom with a wealth of knowledge and experience. However, the intensity of the modern work place, and hectic 24/7 pace of business makes it difficult to take a step back and view the bigger picture.

The following program modules outline the subject areas you will be focusing on. This curriculum is structured to take you to the next level in your career development. Through these modules, we are helping you to “complete the picture” by broadening your scope of knowledge, perspectives, and areas of competency to transform you into a more versatile and authoritative leader.

PROGRAM MODULES

Competitive Strategy & Business Policy

Focuses on how general managers enhance and sustain business performance. The course covers analytical and conceptual tools that are aids to the development of judgment. The fundamental focus, however, is not on tools but on sharpening skills to develop more robust judgments in the face of uncertainty and complexity.

Contemporary Issues in Business (Service Management)

Focuses on the marketing and managing of services and complements the module on Marketing Strategy. Customer Asset Management focuses on acquiring, serving and retaining customers through managing customer lifetime value, customer segmentation, data mining and the application of Customer Relationship Management (CRM) instruments such as loyalty programs.

Corporate Finance

Covers some of the most important topics in Managerial Finance. Emphasis is placed on the optimal allocation of resources for both individuals and corporations. The course culminates with a discussion on mergers and acquisitions.

Corporate Governance, Business Law & Ethics

Provides a good understanding of the corporation as a business entity and the rights and duties of various parties, i.e., shareholders, directors and management. It also explores issues in corporate governance from an international perspective and draws from the viewpoints of academics, regulators, practitioners and policy-makers.

Data Analysis & Management Decisions

Studies statistical model building with emphasis on managerial interpretation of statistical summary data. The course also covers classic statistics through multiple regression analysis to support subsequent courses in finance and marketing.

Economic Analysis for Managers

Aims to expose students to a rigorous foundation in theoretical and behavioural microeconomics, game theory and industrial organization with their applications. The main objective is to develop students' capacity to analyze the economic environments in which business entities operate and understand how the optimal managerial decisions can vary under different constraints that each economic environment places on a manager's pursuit of his/her goals.

Electives

You will be able to choose to attend two modules from the electives offered by the UCLA EMBA Program on the sixth Segment. Some of the modules include Business Law, Mergers & Acquisitions, Government & Business Success in the US, Business Strategy in Emerging Markets etc.

Entrepreneurship and Venture Initiation

Introduction to basic tools and jargon for entrepreneurship that requires financing or management of intellectual property. Terminology used by lawyers, accountants, venture capitalists, and other investors when forming and financing new companies. Assessment of feasibility of business concept and communication of concept to potential investors, employees, and business partners.

Financial Accounting

Familiarizes the manager with functions of accounting by focusing on the use of external financial reports for evaluating corporate performance and use of accounting information for internal planning and control.

Leadership and Managerial Skills

Provides a framework for increasing individual and group performance to help students understand and acquire critical leadership skills required to shape and manage the behavior of people in organizations. Through self-reflection of each individual's own practice at work, it will relate the relevance and usefulness of the concepts and management practices discussed in class to actual work experiences.

Logistics and Operations Management

Introduces the functional areas of logistics and operations management, with a focus on more current developments and their strategic and managerial significance.

Macroeconomics and International Finance

Introduces the analytical tools of macroeconomics and international finance for decision-making in situations of scarce resources, competition and imperfect markets, with emphasis on Asia. Key issues covered include the analysis of business cycle dynamics, the role of stabilization policy and open economy with trade and capital flows.

Management Practicum

The Management Practicum is a global strategic integrative consulting project which is conducted as a double module, in lieu of a master's thesis. It is designed to allow participants to work in teams to employ and enhance the tools and concepts learned in the classroom and to bring analytical thinking to problems of strategic importance for real-world businesses and organizations.

Management of Technology & Innovation

Presents fundamental strategies and frameworks to analyze and evaluate various alternatives to creating, implementing, marketing and managing new technologies. An important part of the course is how to differentiate among technology products, market them to tightly focused market segments and develop effective competitive strategies. Frameworks studied include: the technology adoption curve; developing whole products; managing disruptive technology adoption; managing through strategic dissonance; and compelling value creation.

Marketing Strategy

To encourage strategic thinking about marketing, this module integrates theory and practice from the core disciplines of marketing strategy including Cross-Cultural Consumer Behavior and Branding. It also helps to drive and validate the core objective of providing a strategic and cross-cultural perspective to the challenges and opportunities of successfully marketing and branding products/services in global and multi-media environments.

Negotiations Behavior

Presentation of theoretical principles and concepts from psychology, sociology, and economics through lectures and readings, with focus primarily on improving practical negotiating skills through experiential learning (i.e., negotiations simulations). Participants learn not only to enhance their individual abilities in dyadic and group situations but also to analyze contexts for most effective application of these skills.

Strategic Leadership & Strategy Implementation

Designed to address several fundamental aspects of leading complex organizations, this course places particular emphasis on the importance of developing well-aligned, high performance organizations and the challenges of leading change in organizations. The primary goals of this course are to enable students to develop an organized point of view on strategic leadership, and increase awareness of themselves as leaders.

The program modules outlined are subject to periodic curriculum review by UCLA and NUS and are subject to change.

APPLY WHAT YOU HAVE LEARNED

You will work directly with an actual company to solve current business issues at the highest level.

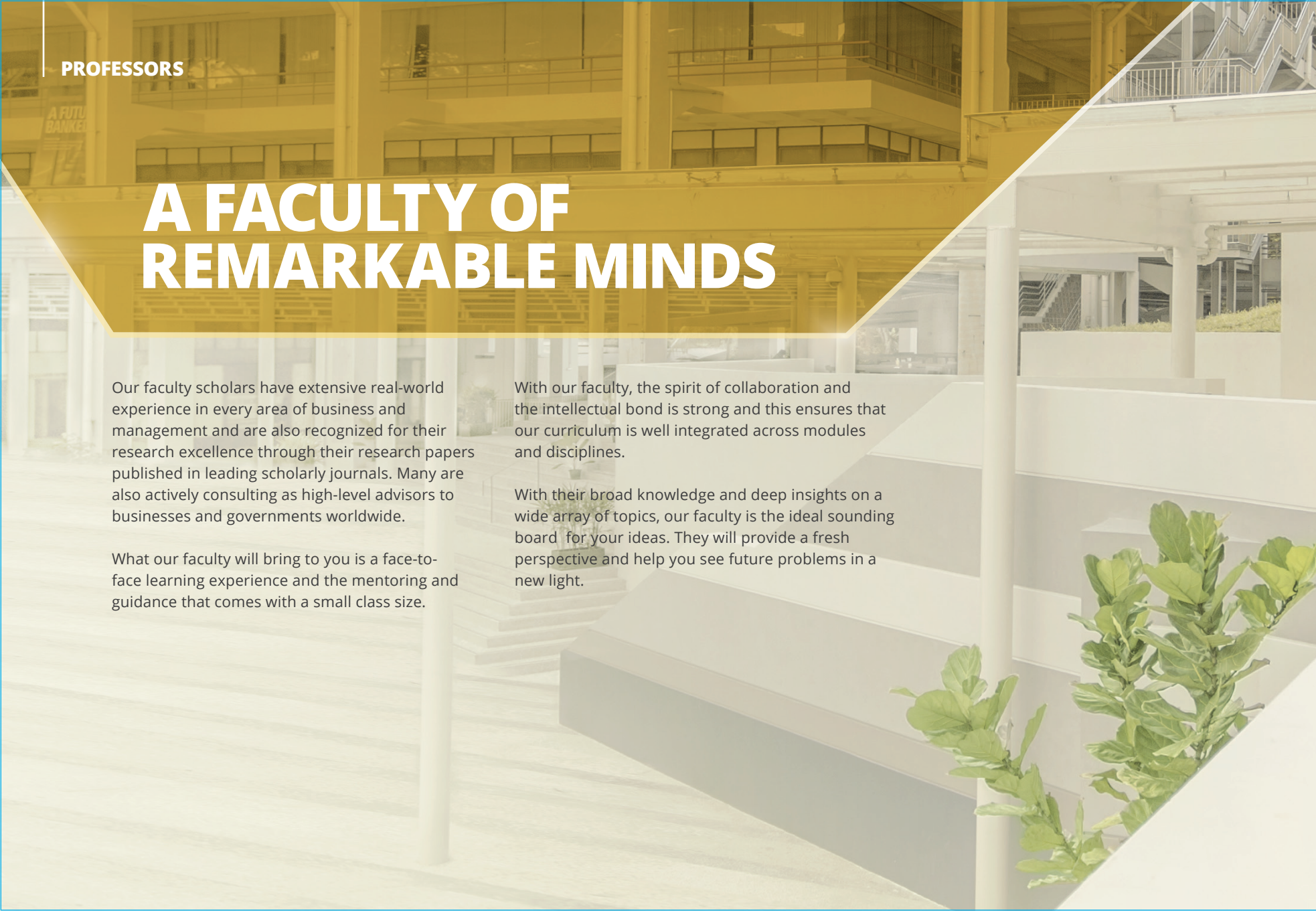
The Management Practicum gives you an opportunity to apply what you have learned in the classroom to real business situations in the work place. This is a hands-on consultancy project where each team works on a specific problem or topic that is related to the strategic direction of an organization. The project is cross-functional in nature and requires the team to research and analyze issues from the perspective of more than one business function.

You will define and solve strategic problems, explore business opportunities, enhance organizational competitiveness, and improve organizational and managerial effectiveness – all within a limited timeframe. All this will result in the production of a comprehensive business plan that analyzes the organization's value proposition in relation to the competitive environment. Teams will also incorporate recommendations and suggestions for the identified topic based on extensive primary and secondary research they have conducted.

"Many business challenges are global in nature and there are many nuanced approaches to do business globally. It is impossible to imagine being an effective global leader without such in-depth training and education."

Henrique Oswald
American | Class of 2017
Director, HR & Global Compensation
Hitachi America, Ltd, USA





PROFESSORS

A FACULTY OF REMARKABLE MINDS

Our faculty scholars have extensive real-world experience in every area of business and management and are also recognized for their research excellence through their research papers published in leading scholarly journals. Many are also actively consulting as high-level advisors to businesses and governments worldwide.

What our faculty will bring to you is a face-to-face learning experience and the mentoring and guidance that comes with a small class size.

With our faculty, the spirit of collaboration and the intellectual bond is strong and this ensures that our curriculum is well integrated across modules and disciplines.

With their broad knowledge and deep insights on a wide array of topics, our faculty is the ideal sounding board for your ideas. They will provide a fresh perspective and help you see future problems in a new light.

UCLA



Chris Erickson

PhD, Massachusetts Institute of Technology

Professor of Management & Organizations | Senior Associate Vice Provost | Director of the UCLA International Institute

"Teaching in the UCLA – NUS EMBA Program has been among the most rewarding experiences in my career in education. The wealth of experience and backgrounds among the senior and diverse group of participants enables a truly interactive learning environment in which I gain at least as much from them, and they from each other, as they learn directly from my classes."



Christopher Tang

PhD, Yale University

UCLA Distinguished Professor | Edward W. Carter Chair in Business Administration

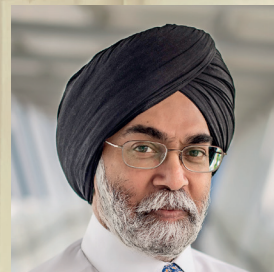


Carla Hayn

PhD, University of Michigan

Professor of Accounting | Senior Associate Dean for the Executive MBA & Global Immersion Programs | UCLA Anderson

NUS



Kulwant Singh

PhD, University of Michigan

Professor of Strategy & Policy | Board Member of Executive Education, NUS Business School

"This program is a wonderful learning experience for the senior managers who participate and the faculty who coordinate the sessions. Our seminars combine learning from a broad range of experiences, industries, firms and professions from around the world, drawing from the recent and distant past, evaluating the present and preparing for an evolving future. The combination of conceptual and experiential sharing in an intensive format across multiple locations provides exceptional learning."



Jochen Wirtz

PhD, London Business School

Professor of Marketing | Vice Dean of Graduate Studies, NUS Business School



Lan Luh Luh

PhD, National University of Singapore

Professor of Strategy & Policy | Deputy Chairman, Center for Law & Business | Co-Director of Corporate Governance & Financial Reporting Centre, NUS Business School | Academic Director for UCLA – NUS Executive MBA Program

IN A CLASS OF THEIR OWN

The UCLA – NUS EMBA attracts highly accomplished individuals who share a record of successful work performance, managerial experience and leadership ability. Our program participants hold management positions across a variety of industries and organizations, from large multinational companies, small and medium-sized enterprises to government-linked companies and not-for-profit organizations. Some also work for family-owned businesses, are self-employed or are entrepreneurs with extensive business experience. Ultimately, we aim for a diverse student mix that will facilitate the most stimulating and professionally enhancing learning environment that is second to none.

Johan Hamazaki Halle

Norwegian | Class of 2017
Managing Director
Fairfield Chemical Carriers Pte. Ltd
Singapore

Herwin Oni

Singaporean | Class of 2017
Founder & Partner
Tracknet Asia Investments
Singapore

Stephanie Jorden

American | Class of 2017
Senior Manager,
Strategic Initiatives
Amgen, Inc.
USA

Ly Khanh Do

American | Class of 2017
Senior Vice President
Head of Global Platform
Development
Experian
USA

AGE DISTRIBUTION (AVERAGE AGE: 39.4 YEARS)

23%

< 35 years

43%

35 - 40 years

21%

41 - 45 years

13%

> 45 years

PROFESSIONAL DESIGNATIONS (AVERAGE YEARS OF WORK EXPERIENCE: 15.8 YEARS)

39%

Senior Manager

34%

Director

20%

C-Suite/President

5%

Vice President

2%

HoD

TYPE OF ORGANIZATIONS

76%

Multinational Company

7%

Entrepreneur

7%

Government

5%

SME

5%

National Company

NATIONALITIES

49%

Asia

33%

Americas

15%

Europe

3%

Oceania

2%

Africa

COUNTRY OF RESIDENCE

60%

Asia

33%

Americas

11%

Europe

2%

Oceania

1%

Africa

HoD: Head of company SME: Small and Medium Enterprise

INSPIRATIONS THAT LAST



Overall, this has proven one of my most challenging and fruitful life experiences to-date. And I have emerged a more well-rounded leader, with a new found confidence, and equipped with a wider range of tools and broader knowledge base that I can now apply.

Paul Steven Jaftha

South African | Class of 2017
Chief Financial Officer
Lindt & Sprungli (Australia) Pty Ltd,
Australia



Working in a team of great achievers is an important aspect of leadership. The high caliber of the faculty in the program has enabled me to open up to different perspectives and solutions to business problems.

Vinod Kannan

Singaporean | Class of 2017
Vice President,
Singapore Airlines, Singapore



The diversity of the student body gave me a deep insight into the practical challenges of market entrance in developing economies and local conditions. Their wealth of practical experiences and cultural insights greatly contributed to the curriculum.

Ly Khanh Do

American | Class of 2017
Senior Vice President,
Head of Global Platform Development
Experian, USA



UCLA – NUS EMBA provides an excellent framework to develop effective strategies for different situations. The contents of the curriculum and diversity of the class is truly enriching, and everyone has something to add during discussions.

Rafael Monleon Soria

Spanish | Class of 2017
General Manager,
Cluster (Malaysia, Indonesia &
Singapore)
Merck, Malaysia



The program offers a real opportunity for active collaboration. This allows us to learn how to work effectively in small groups; clear communication, conflict resolution, and division of labor are all critical hallmarks of working in teams.

Stephanie Jorden

American | Class of 2017
Senior Manager, Strategic Initiatives
Amgen, Inc., USA



The programme is well structured and taught by professors who are able to distill the most important leadership aspects, and enhance the techniques and methodologies that can work across different levels, cultures and geographies.

Henrique Oswald

American | Class of 2017
Director, HR & Global Compensation
Hitachi America, Ltd, USA



The opportunity to witness how business is conducted and strategized in China, India and Singapore based on different political, social and economic backgrounds improved my understanding of doing business in different parts of the globe.

Thadoe Hein

Myanmar | Class of 2017
Group CEO
Myanma Awba Group
Myanmar



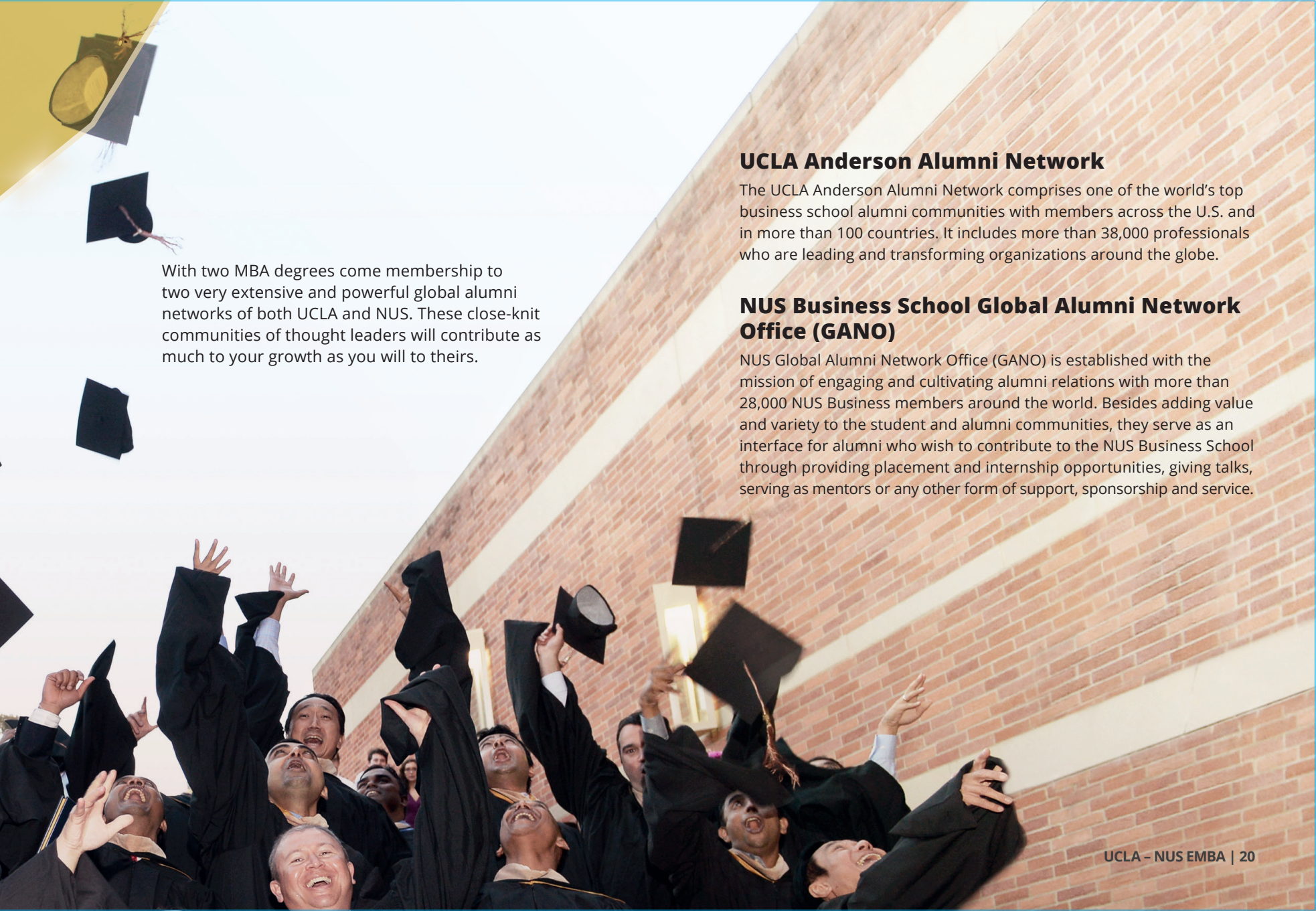
The program was a rewarding experience and it was humbling to discover there is always more we can learn that adds to our personal growth. Beyond the tenure of the classroom, I gained a lifetime of friendships, networks and collaborations.

Cindy Tan Ching Yee

Singaporean | Class of 2017
Vice President, Asia Pacific
Tripadvisor, Singapore

**FOR OUR ALUMNI,
THE SKY IS THE LIMIT**





With two MBA degrees come membership to two very extensive and powerful global alumni networks of both UCLA and NUS. These close-knit communities of thought leaders will contribute as much to your growth as you will to theirs.

UCLA Anderson Alumni Network

The UCLA Anderson Alumni Network comprises one of the world's top business school alumni communities with members across the U.S. and in more than 100 countries. It includes more than 38,000 professionals who are leading and transforming organizations around the globe.

NUS Business School Global Alumni Network Office (GANO)

NUS Global Alumni Network Office (GANO) is established with the mission of engaging and cultivating alumni relations with more than 28,000 NUS Business members around the world. Besides adding value and variety to the student and alumni communities, they serve as an interface for alumni who wish to contribute to the NUS Business School through providing placement and internship opportunities, giving talks, serving as mentors or any other form of support, sponsorship and service.

AN EYE TO THE FUTURE

You will have access to a portfolio of leadership development activities that are designed to develop and nurture you into an effective and successful global leader. Leadership skills are developed at the individual, team and organizational levels throughout the program.

In addition to leadership development, UCLA Anderson and NUS Business Schools provide career management resources for you.

Some of these resources include:

- Individual executive career coaching
- Career workshops
- Online career management resources
- Alumni career resources

"Achieving a world-class EMBA degree has made me more confident in my professional career. It has given me a competitive advantage and equipped me with cutting-edge skills in strategy and management that helped me advance my career."

Thadoe Hein
Myanmar | Class of 2017
Group CEO
Myanma Awba Group
Myanmar



RECOGNIZED FOR GLOBAL EXCELLENCE

2013 GLOBALLY

#3 The Economist Intelligence Unit Executive MBA Rankings 2013:

UCLA – NUS Executive MBA is ranked
as the top 3 EMBA in the world

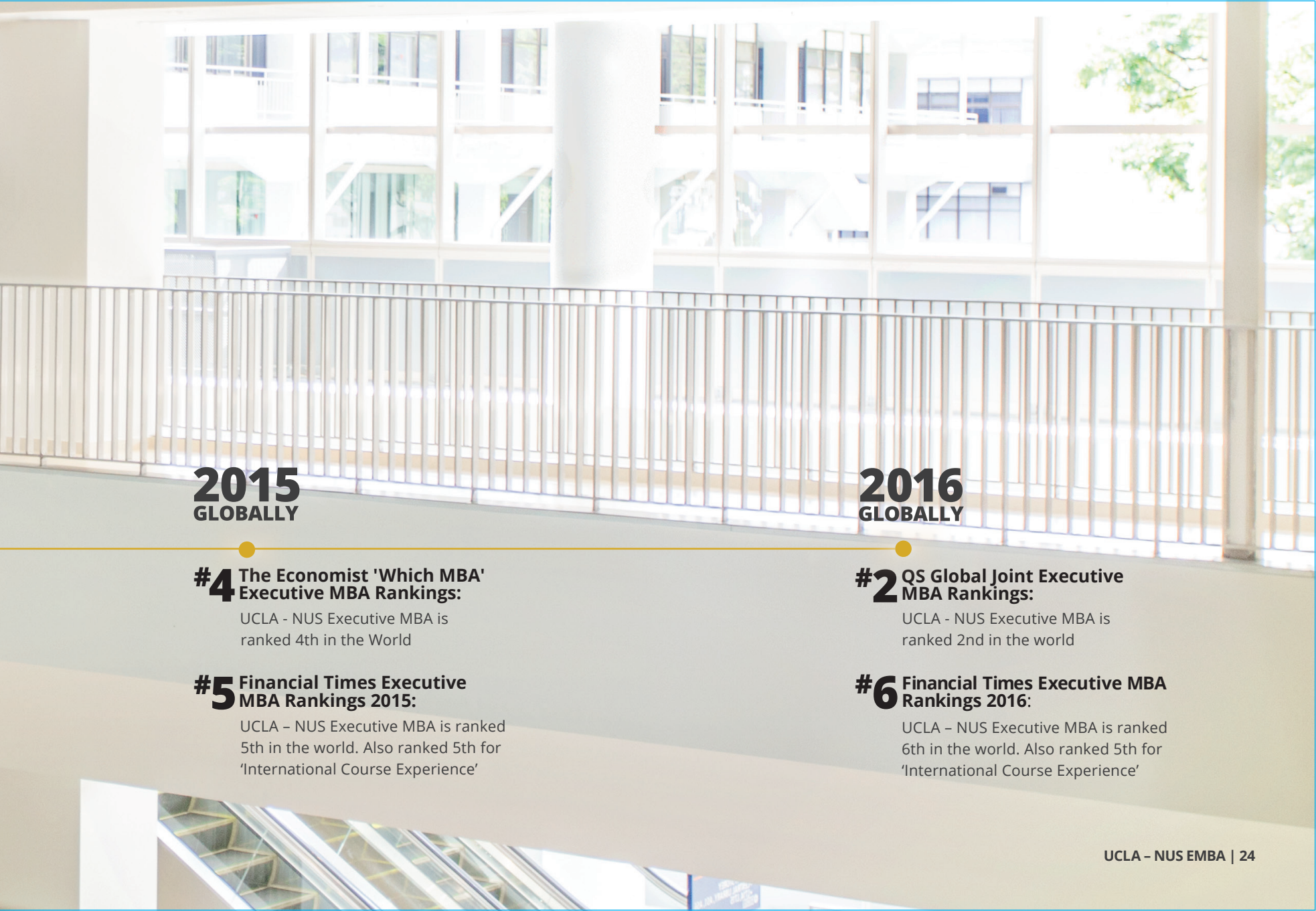
#5 Financial Times Executive MBA Rankings 2013:

UCLA – NUS Executive MBA is ranked
5th in the world. Also ranked 3rd for
'International Course Experience'

2014 GLOBALLY

#4 Financial Times Executive MBA Rankings 2014:

UCLA – NUS Executive MBA is ranked
4th in the world. Also ranked 3rd
for "Aims Achieved" and 4th for
'International Course Experience'



2015 GLOBALLY

#4 The Economist 'Which MBA' Executive MBA Rankings:

UCLA - NUS Executive MBA is ranked 4th in the World

#5 Financial Times Executive MBA Rankings 2015:

UCLA - NUS Executive MBA is ranked 5th in the world. Also ranked 5th for 'International Course Experience'

2016 GLOBALLY

#2 QS Global Joint Executive MBA Rankings:

UCLA - NUS Executive MBA is ranked 2nd in the world

#6 Financial Times Executive MBA Rankings 2016:

UCLA - NUS Executive MBA is ranked 6th in the world. Also ranked 5th for 'International Course Experience'



HOW TO APPLY

MAKING THE GRADE

Prospective candidates are expected to satisfy the admission requirements of both UCLA Anderson School of Management and NUS Business School. Before you apply, you may wish to take note of the following admission requirements for the program:

- A minimum of ten years full-time work experience after receiving a bachelor's degree and in a current position with high-level managerial responsibility.
- A bachelor's or equivalent degree from at least a four year (full-time) regionally accredited institution, and a scholastic average of B or above in the last two years of undergraduate coursework and any post-baccalaureate study.
- Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) will be required if the applicant's first language is not English. Applicants who hold a bachelor's or higher degree (minimum completion of 2 years of full-time studies) from a university located in a country where English is both the spoken language and the medium of instruction are exempt from this requirement.
- The Graduate Management Admission Test (GMAT) is not required for admission, however, it is highly recommended for candidates whose prior academic work does not show distinction or clear evidence of strong quantitative and logical reasoning skills.

Corporate sponsorship for this program is highly recommended.

Please visit ucla.nus.edu or call +1 310 825 2032 for more information.

FEES & FINANCIALS

- The tuition fee is US\$115,000 (excluding GST). Fees are payable in installments.
- The tuition fee covers instruction, study materials and most meals during the residential segment.
- Flight and accommodation are not included in the tuition fee.

The University reserves the right to revise the fee as appropriate.