

# Specialisations & Electives

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A diverse range of elective courses complements the foundational knowledge offered on the academic core of The NUS MBA. With over 50 academic and experiential electives available, you'll have ample opportunities for exploration. Additionally, there is a wide range of cross-faculty electives available to you.

This document provides an overview of both the academic and experiential electives offered in the programme. The list is not exhaustive, and elective offerings may undergo periodic modifications or additions. While specialising is not compulsory, you have the flexibility to select electives that can contribute towards a specialisation upon your programme completion. Students will receive the full list of available electives during the first semester to assist them in planning their MBA journey thoughtfully.

# Specialisations

By choosing a specialisation, you can deepen your knowledge in a specific area, providing you with a strategic advantage in the competitive job market. Whether you envision a future in digital business, finance, marketing, analytics and operations, or other areas, our specialisations equip you for leadership in your chosen field.

## **Analytics & Operations (ANO)**

This specialisation equips students with the skills to draw business insights from data, translate these insights into operational and strategic decisions, and execute these decisions effectively. Electives offered represent the synergistic relationship between analytics and operations: Analytics focuses on structured approaches to model, understand, and interpret data to obtain intelligent business decisions; operations focuses on execution of these decisions: how actual business processes can be transformed and improved. A holistic understanding of both analytics and operations will only grow in importance as technological boundaries continue to expand, and will likely become all the more essential for both middle managers and senior executives in the future.

## **Consulting (CON)**

An important sector of the economy in Singapore is the consulting industry. World-renowned large consulting firms and important niche consulting firms have a sizable presence in Singapore. The courses in the Consulting specialisation are oriented towards understanding the consulting industry and best practices in consulting as well as the development of the fundamental knowledge necessary to operate as a consultant in today's business environment.

## **Digital Business (DGB)**

Students in the Digital Business specialisation will become conversant with artificial intelligence, blockchain and the cryptocurrency ecosystem, machine learning and big data. Importantly, the specialisation focuses on how to manage and lead businesses given these changes in the business environment. The specialisation equips students to not only manage and work with new start-ups that lead digital business but also facilitate the transformation of traditional businesses into those that can succeed in the new age of digital transformation.

## **Finance (FIN)**

The Finance specialisation focuses on the concerns of the financial industry in recent years, covering topics such as international financial management, private equity and venture capital pricing, portfolio management, wealth management, and valuation modelling. This specialisation equips you with strategic management skills to prepare you for success in both the regional and international financial arenas.

## **Innovation & Entrepreneurship (NNE)**

Combining the best of both worlds, the courses in the Innovation & Entrepreneurship specialisation are led by an expert panel of faculty and industry veterans. This intelligent mix of world-leading academic and industry experts ensures that you encounter the best of both theoretical and practical knowledge. With the aim to cultivate entrepreneurial skills, and engage in opportunities involving start-ups, accelerators and incubators, you are given the tools and concepts to not only develop ground breaking technologies and ideas, but also gain valuable insights from the community of entrepreneurs.

## **Marketing (MKT)**

Students opting for this specialisation will be able to get insights into key marketing aspects such as market research and analysis, competitive analysis, consumer behaviour, customer analysis, product management, brand management, advertising and digital marketing. A specialisation in Marketing will give you the chance to explore jobs in a wide variety of sectors including FMCG, consumer durables and services, and information technology.

## **Strategy & Organisation (SNO)**

The Strategy & Organisation specialisation focuses on high-level behavioural and strategic issues facing businesses today. Requiring a deep understanding of business efficiency and human behaviour, this specialisation aims to cultivate a spirit of innovative thinking and problem-solving skills. You will also learn about streamlining business processes and the associated human resource management that goes with it. Finally, you will become conversant with the formulation and implementation of business strategy for small and large firms alike.

## **Healthcare Management (HCM)\***

Offered in collaboration with NUS Saw Swee Hock School of Public Health, the NUS MBA Specialisation in Healthcare Management imparts path-breaking insights and ideas to effectively lead in this dynamic sector. The programme equips current healthcare administrators responsible for the delivery of healthcare, whether they are in the public or private sector, with up-to-date knowledge and relevant management skills to face new healthcare challenges, such as increasing organisational effectiveness, improving cost control and maximising resource allocations.

## **Real Estate (RE)\***

This specialisation is created to help students apply the best of real estate and business practices in an Asian context. It seeks to provide current and future real estate leaders and decision makers with state-of-the-art knowledge in real estate, management and leadership.

*\* HCM and RE electives are offered by the NUS Saw Swee Hock School of Public Health and Department of Real Estate (NUS Business School) respectively, and therefore not included in this document. Candidates wishing to specialise in either HCM or RE need to indicate their intent at the application stage.*

# Academic Electives List

Below is the list of academic electives offered in The NUS MBA, categorised by the respective specialisation/s they fall under.

	Specialisations						
	ANO	CON	DGB	FIN	NNE	MKT	SNO
A Consulting Toolkit For Strategic Decision-Making		●					●
AI for Talent Management and Organisational Design	●	●	●				●
Analytics for Managers	●		●				
Analytics in Managerial Economics	●		●				●
Asia Business Environments		●					●
Big Data in Marketing	●		●			●	
Business to Business Marketing						●	
Corporate Entrepreneurship and Business Model		●			●		●
Customer Centricity and Brand Alignment						●	
Digital Assets and Blockchain in Finance			●	●			
Digital Business Transformation		●	●				●
Digital Marketing			●			●	
Entrepreneurial Finance				●	●		
Entrepreneurial Management					●		
Entrepreneurship and Innovation					●		
Financial Statement Analysis				●			
Fund Management				●			
Global Operations Strategy In The Digital Economy	●		●				●
Global Strategic Management							●
Investment Analysis and Management				●			
Judgement and Decision Making Under Uncertainty	●	●					●

	Specialisations						
	ANO	CON	DGB	FIN	NNE	MKT	SNO
Leadership in Supply Chain, Operations & Sustainability	●						
Leading with Strategy in Digital Firms			●				●
Legal Fundamentals for Entrepreneurs and Managers		●			●		●
Legal Issues in Business		●					
Managing Distribution: Channels and Platforms			●			●	●
Managing Geopolitics in International Business	●				●		●
Managing People with Data	●						●
Marketing Analytics	●					●	
Mastering Influence		●					●
Negotiations and Conflict Management		●			●		●
Product & Brand Management						●	
Research for Marketing Insights						●	
Sales Management						●	
Service Management						●	
Social Entrepreneurship					●		
Social Purpose Marketing		●				●	●
Strategic Foresight		●			●		●
Strategic Leadership							●
Strategic Pricing						●	
Sustainability Reporting and Analysis	●			●			

	Specialisations						
	ANO	CON	DGB	FIN	NNE	MKT	SNO
Sustainability Risk Management		●		●			●
Sustainability Strategy					●		●
Sustainable Web3, Generative AI and Metaverse			●	●			
Understanding & Influencing Consumers						●	
Valuation and Mergers & Acquisitions		●		●			
Venture Capital					●		
Venture Capital and Private Equity		●	●	●	●		

# Academic Elective Outlines

**Pages 9-20** contain the outlines of each academic elective, organised by the themes they cover. Please refer to **pages 6-7** for the respective specialisation/s each elective falls under.

- 09** Accounting & Finance
- 11** Human Resources & Organisation
- 12** International Business & Economics
- 13** Legal Units
- 14** Marketing & Consumer Management
- 16** Operations & Analytics
- 17** Strategy & Leadership
- 19** Sustainability & Entrepreneurship



# Accounting & Finance

## Digital Assets and Blockchain in Finance

This course introduces students to non-technical fundamentals and economics of digital assets and blockchain. The goal of the course is to provide students with a basic set of skills to understand the foundations and concepts of blockchain technology which underlies digital assets and its applications in finance. Focus is placed on the applications, and not the technology itself.

## Entrepreneurial Finance

This broad-ranging course investigates how firms evolve from start-ups to family enterprises. It is designed to expose students to the nature and characteristics of entrepreneurial firms and the multitude of finance and business-related challenges faced by entrepreneurs during various stages of the firm life cycle: starting up, marshalling required financial resources to sustain growth, succession planning, and exit strategies. The lessons of this course are useful to future entrepreneurs. Students will learn the analytical techniques to successfully manage both start-ups and family enterprises in a rapidly changing environment. Students who plan to work with VCs, PEs, consulting firms, family offices, and in private banking providing practical advice to high net-worth families on wealth management and succession planning will also benefit from this course.

## Financial Statement Analysis

This course introduces the financial accounting branch of accounting. The activities and events of a business entity are summarised by the financial accounting process into published financial statements to be used by external users such as investors and creditors. Such users would need to understand both the financial accounting process and outputs to make investing and lending decisions. Therefore, students will learn how to read, understand and use published financial statements for decision making. The course is targeted at business decision-makers and will be taught from the user perspective. In addition, students will learn how to prepare simple financial statements especially useful for entrepreneurs.

## Fund Management

This course is an extension of the introductory Investment Analysis course. The primary focus will be on real-world investment concepts and practices used in the industry. There will be discussions on issues that are commonplace in the investment industry. Equity type investing, bond type investing and hedge fund type strategies will be emphasised.

## **Investment Analysis and Management**

This is an introductory course in investment analysis. It will focus on the analysis of stocks, fixed income securities (such as bonds), and options. The course should help to lay the foundation for careers in financial analysis, financial planning, investment banking, and portfolio management. The topics covered in this course will overlap with some of the topics for the Chartered Financial Analysts (CFA) examinations. More generally, this course should prove useful for the management of your personal investments.

## **Valuation and Mergers & Acquisitions**

The objective of this course is to provide an overview of mergers and acquisitions, buyouts and corporate restructuring. Although the lectures and cases will often focus on the financial aspects of these transactions, we will also consider the various related legal, strategic, organisational and general management issues, as these in fact drive the financial analysis and ultimate success of the M&A.

## **Venture Capital**

This course is an introduction to an otherwise enormous, involved and exciting industry of venture capital (VC). It aims to equip students with an overview of the varieties and processes of venture capital. This course draws heavily from theory and research but is more importantly practice oriented. The majority of class time will be devoted to case discussions of venture capital scenarios and activities from both multiple perspectives: limited partners, investors and entrepreneurs. Students will be introduced to the various forms of venture capital and the stream of activities that are general to these forms, including fundraising, deal evaluations, deal making, investment management and exit. Students will also gain an insight to the entrepreneurial process, and understand the respective incentives and motivations of the various players in start-up ecosystems. Finally, the course aims to introduce and get students familiar with industry jargon and procedural norms.

## **Venture Capital and Private Equity**

This course covers major private equity investment types including venture capital, growth capital and buyouts. Topics will cover the entire private equity investment cycle from fund raising, structuring to deal screening, valuation, investment negotiations to post investment value add and exits. An underlying theme of the course is to evaluate to what extent venture capital and private equity markets can create value and wealth, generate social return and promote economic growth.

# Human Resources & Organisation

## AI for Talent Management and Organisational Design

Given the prolific use of AI and machine learning in management, this course will introduce managers to key concepts in AI, machine learning, and relevant computing techniques for implementing AI solutions. The course will increase managers' readiness to utilise AI in talent management, organisational design and other business applications.

## Judgement and Decision Making Under Uncertainty

This course addresses the foundations for effective decision-making in modern organisations where the requirements of speed, global reach, complexity, uncertainty and change that our organisations face also create conditions for unsafe and unethical business practices to persist. Reports of insider trading, graft and cronyism, unsafe products, unfair employment practices and environmental waste are commonplace in the media. Thus, our concern is with anchors for ethical decision making not only here in Singapore and Asia, but around the world.

## Managing People with Data

This module provides a deep dive into the world of data-driven people management. You'll learn how to understand the role of analytics and algorithms in improving recruitment, retention, strategy execution and organisational re-design. You'll also gain invaluable analytical thinking skills to prepare for emerging work situations (like remote work) and the diffusion of advanced technologies (like AI and DAO). Thus, this module is for anyone who will find themselves in the position of putting together and leading groups of people in order to effectively accomplish goals.

## Negotiations and Conflict Management

The course draws from the experiential workshops on *Negotiation* conducted at the Programme on Negotiation at Harvard Law School and Mediation programmes by LEADR in Australia, and also the work on *Difficult Conversations* by the Harvard Negotiations Project. The theory of negotiation and conflict resolution will be introduced through short lectures, discussions, and papers. Participants are then expected to apply and demonstrate the acquired knowledge through practice negotiations, mediations, and one-on-one difficult conversations.

# International Business & Economics

## Asia Business Environments

The class goal is to build understanding of strategies that respond to Asia's business environments – a set of business environments as diverse as there is in the entire world. The first part of the course focuses on major components of the business environment. Key components include government policies and institutions, macroeconomic factors such as foreign exchange rates and resource endowments, and the influence of local communities and culture. The second part of the course then explores business responses to contextual features, which themselves form part of the environment for doing business in Asia. Specific business responses examined may vary year to year in keeping with shifting realities.

## Global Strategic Management

The module aims to provide participants with the basic theoretical knowledge, skills, and sensitivities that will help them deal effectively with key management issues and challenges in today's global business environment. We intend to explore the major issues and challenges facing companies with worldwide operations as seen by the managers themselves. We will address the following issues:

1. Motivations for firms to globalise
2. Circumstances under which globalisation may not be a useful strategy
3. Global versus regional strategy
4. How can global firms compete in emerging markets
5. 'Global challengers' from emerging markets
6. Different 'types' of global strategy
7. Specific aspects of global strategy: market selection, pace of expansion and mode of entry selection.
8. The organisational challenges in implementing global strategies

## Managing Geopolitics in International Business

This course analyses the geopolitical dynamics that are changing how we conduct international business. Students are required to assess risks and opportunities linked to current international affairs. Drawing upon real-time events, students will be tasked with managing and navigating a multinational enterprise through the world's increasingly complex geopolitical landscape.

# Legal Units

## Legal Issues in Business

With the proliferation of commercial legal disputes, it is essential for business managers to be equipped with an understanding of common legal issues that arise from business transactions. Such an awareness will help pre-empt business disputes from turning into legal problems, enable compliance within the framework of the law and a better achievement of business objectives. Legal Issues in Business is not merely an exposition of the law divorced from the realities of business. The module is case-based. It draws from real-world commercial disputes and examines the optimal solutions that both the law and business can offer, including the most expedient and cost-effective means of dispute resolution. In learning from case studies, students will be exposed not only to the domestic but also the global legal environment of business.

## Legal Fundamentals for Entrepreneurs and Managers

This course will equip students with the legal fundamentals to propel them in their start-up journeys or new management roles, and smoothen their navigation journey as entrepreneurs and managers. Through global case studies, students will gain insights into real-life corporate tussles, understand basic legal concepts and acquire skills to avoid legal pitfalls. Further, the rationale and objectives of the law will be explored from different perspectives: ranging from an insider's perspective of shareholders/management to an outsider's perspective of creditors/trading partners - to enhance the students' overall appreciation of the legal dynamics of corporate decision-making.

# Marketing & Consumer Management

## Business to Business Marketing

This course will have a focus on the evolving practice of B2B marketing. We will explore how business buyer perceptions are formed, how business buyers are changing their expectations, how to engage business buyers, the impact distribution channel and supply chain structures have on buyer behaviour, the role of data analytics in B2B marketing, how content marketing is affecting the entire process of B2B brand building and maintenance, how to price for the B2B markets, what competition means and how disruptive occurrences either in new technology or crisis would affect B2B marketing as well as how to manage them.

## Customer Centricity and Brand Alignment

This module aims to provide students with the required knowledge and skills in the study of executive leadership from a strategic choice perspective, or more concisely, strategic leadership, which focuses on the top executives who have overall responsibility for an organisation; their characteristics, what they do, how they do it, and particularly, how they affect organisational outcomes. The module emphasises the central role of strategy and leadership in organisational outcomes. It focuses on the top leadership level in an organisation that exerts the most influence on its strategy through their behaviours and decisions.

## Digital Marketing

This course provides an introduction to the new marketing concepts, and the broad spectrum of digital marketing. It starts with a review of how the digital revolution changes online consumer behaviour, explores the essential ingredients of digital marketing including online customer journey, online market and competitive research, content marketing, e-commerce, and web analytics. Students will then be introduced to online customer acquisition tools and an intensive review of content marketing and customer engagement platforms like social media, content marketing, video, blogs, mobile, native apps, and emerging channels (virtual reality, augmented reality, 3D experience, metaverse).

## Managing Distribution: Channels and Platforms

Channels and platforms are the distribution structures that match demand and supply. These structures (both physical and virtual) enable the transactions between buyers and sellers through the exchange of information, product (service) and payment. This course investigates these structures, paying particularly attention to the efficiency and effectiveness of their distribution. This course has theoretical, empirical, and practical components. It equips the students with the theoretical background to evaluate empirical phenomena. Students use the knowledge to appreciate the challenges and opportunities of the existing distribution structures in various product categories, and possibly to design an efficient alternative.

## Marketing Analytics

The digital age has fundamentally altered the manner we collect, process, analyse and disseminate market intelligence. Driven by advances in hardware, software and communications, the very nature of market research is rapidly changing. New techniques are emerging. The increased velocity of information flow enables marketers to respond with much greater speed to changes in the marketplace. Marketing analytics is timelier, less expensive, more actionable and accurate, and it is increasingly infused into today's business decision-making processes. This course combines theory with practice, linking the classroom with the consumer marketing workplace. It employs Destiny®, a business simulator that mirrors the buying behaviour of consumers, to give participants the unique experience of running a virtual organisation.

## Product & Brand Management

This course takes a holistic approach towards product and brand management by examining the process from a new brand/product perspective. It is designed for students who are looking for an in-depth exposure to the development and management of products. Through theories and concepts, case analyses, problem sets, class discussions, and project assignments, this course prepares students for the customer-driven marketing challenges of a product/brand manager. A special feature of this course is its emphasis on hands-on learning of the new product development process.

## Research for Marketing Insights

Marketing research is the systematic and objective identification, collection, analysis, dissemination, and use of information for the purpose of generating insights to improve decision making related to marketing problems and opportunities. Research for marketing insights serves as a central basis for marketing decision making; therefore, it is critical for a manager to understand marketing research and be able to specify what needs to be studied, how to study it, and how to interpret the results. The goal of this course is to familiarise students with the fundamentals of research for marketing insights and enhance their abilities to define and solve marketing problems.

## Sales Management

This course systemically introduces sales management from process and procedure perspective. It helps students develop a clear sales framework that contains account/channel planning, opportunity evaluation, sales team-building, in-depth relationship-building and sales strategy execution.

## Service Management

This course provides an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering service excellence at a profit. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges. It develops an understanding of the state-of-the-art, service management thinking and promote a customer service-oriented mindset.

## Social Purpose Marketing

This course provides students with the frameworks, research and case studies to develop and execute marketing strategies that integrate social purpose (environmental and social responsibility) and are better aligned with the organisation's values and purpose. Increasingly, companies are required to embrace higher ESG standards. Marketing plays a key role in accelerating the organisation's purpose-led transformation which enables it to deliver value to multiple stakeholders. There is growing evidence that companies which pursue social purpose marketing can better differentiate themselves from the competition and achieve profitable and sustainable growth. Purpose-led brands benefit from price leadership, stronger brand equity, advocacy and loyalty.

## Strategic Pricing

Pricing is one of the most important but least understood of marketing decisions. This course aims to equip you with key concepts and techniques for evaluating and formulating pricing strategies. We will use a combination of analytical and experiential learning methods to accomplish this objective.

## Understanding & Influencing Consumers

This course provides an overview for marketers to understand consumers and how to influence their behaviour by going through concepts, theories, research, and applications. It is designed to develop knowledge and skills that will facilitate an understanding of buyer behaviour which can be integrated into the formulation of marketing strategies. This will be accomplished by surveying the social science foundations of consumer behaviour, in particular, the contributions from psychology and behavioural economics. During the course, various types of consumer research will be introduced. While students should learn to recognise what types of consumer research are valuable for specific marketing decisions, the course does not focus on the technical aspects of research design. Rather, its emphasis is on the content and logical application of concepts and theories in the analysis of understanding consumer behaviour for solving marketing management problems.

# Operations & Analytics

## Analytics for Managers

Management's perennial goals of delivering goods and services faster, better and cheaper are being significantly aided by analytics in the current digital age. Many MBA graduates act as consultant/analyst providing data-centric intelligence to improve the efficiency and profitability of supply chain, marketing, finance, HR and other departments. This course aims to equip participants with an analytical toolkit which will enable them to arrive at informed decisions using models, data and "what if" sensitivity analysis.

## Analytics in Managerial Economics

In this course, students learn to analyse price formation and economic performance in competitive and monopolist markets by using optimisation, statistical and stochastic methods. Microeconomic techniques are used to analyse various pricing decisions and problems such as price discrimination and price elasticity estimation. The course also discusses causal inference by using instrumental variables and difference-in-differences design, as well as multi-armed bandits and their algorithms.

## Big Data in Marketing

We are now at the era of big data. Data and algorithms dominate the day. Competitive advantage, for more and more enterprises, is obtained via data analytics and idea sharing in the current fast-paced, data-intensive, and open-source business environment. The capability of understanding data, digging out valuable insights from data, and thus making the right marketing decisions accordingly has gradually become an essential skill that marketing professionals must master in order to excel in their careers. This course prepares students with fundamental knowledge of using R, a powerful complete analytical environment, to organise, visualise, and analyse data. It covers the complete data analytics cycle to train students to be future-ready, data-sensitive, and data-minded marketing professionals.

## Global Operations Strategy in the Digital Economy

Businesses must execute operational strategies to address market dynamics on local, regional and global playing fields. Strategic thinkers must deal with a host of challenges for each unique environment. For example, how should a company leverage and deploy its AI and human capital, and how do these decisions impact operational planning? In today's fluid environment, what's better: great strategy or great execution?



# Strategy & Leadership

## A Consulting Toolkit For Strategic Decision-Making

The objective of the course is to help students develop consulting skillsets for problem-solving and decision-making using analytic techniques with evidence-based thinking. Covering multiple functional disciplines, the strategic, operational and tactical frameworks learned in this course will enable participants to properly structure problems and apply appropriate frameworks with a broader business perspective for decision-making. The selected frameworks covered in this course will comprise most frequently used tools in business and client engagements and be applied for both industry-level and company-level analyses.

## Digital Business Transformation

The technology and business landscapes are evolving as fast as at any point in the last 20 years with advances in machine learning, supply chain and the internet of things, robotics and automation, marketing technologies, and experience technologies such as VR/AR/XR. This course will challenge students to explore how digital is really changing businesses, customers' expectations, business models and the role of leaders. The course will balance the technological and cultural approaches to transformation. Through hands-on experiments with technology, data and business models, learners will take a fresh look at the transformation of big global and Asian companies.

## Leadership in Supply Chain, Operations & Sustainability

Supply chain management has been identified in today's corporations as the new competitive edge. What is a supply chain? Why is it important to the success of corporations? How do cross functional organisations operate effectively in a supply chain? What are the supply chain successes and challenges in various worldwide corporations and why? These are some of the examples of discussions this course will address to help participants make effective management decisions.

## Leading with Strategy in Digital Firms

Major technological innovations and inventions like artificial intelligence, blockchain, 3D printing and robotics are maturing to the point where the way we work and the way we live will be changed forever, just like businesses today cannot function effectively without the internet, email and the mobile phone. This module will focus on addressing the challenges of the digital firm. We will explore some of these maturing technologies and their impact on society, and how businesses must deal with these major technologies and focus on developing strategy to compete successfully both domestically and internationally. We will explore the underlying concepts, analytical techniques, and evaluation of strategic options that form the basis for strategic analysis and action.

## Mastering Influence

Over the last 30 years, psychologists, economists, and business scholars have joined forces to investigate what actually influences people's decisions. The primary goal of this course is to use insights from this research programme (often called "behavioural science" or "behavioural economics") to improve your ability to influence the behaviour of others. This course will explore many influence tools ranging from economic incentives (e.g. monetary bonuses) to psychological nudges (e.g. default options). We will discuss how, why, and when using these tactics can be effective ways to influence behaviour, as well as how they can fail or even backfire. We will analyse common mistakes that people make when trying to influence others, and how can you avoid them. We will also consider strategies to defend yourself against being manipulated in unwanted directions. Both interpersonal applications and organisational applications will be discussed.

## Strategic Foresight

This module aims to provide students with the required knowledge and skills in strategic foresight to support the activities involved in long-range planning for the corporation. As organisations are forced to transform in response to social, technological, economic and political changes, it is important for business leaders and managers to acquire knowledge and skills in foresight methods to competitively identify new opportunities and set an appropriate direction for the mid- to long-term time horizon. Their ability to interpret weak signals and anticipate possible scenarios about future trends in technology and market are critical in preparing their organisation for the future.

## Strategic Leadership

This course aims to provide students with the required knowledge and skills in the study of executive leadership from a strategic choice perspective, or more concisely, strategic leadership, which focuses on the top executives who have overall responsibility for an organisation; their characteristics, what they do, how they do it, and particularly, how they affect organisational outcomes. The course emphasises the central role of strategy and leadership in organisational outcomes. It focuses on the top leadership level in an organisation that exerts the most influence on its strategy through their behaviours and decisions.

# Sustainability, Entrepreneurship & Innovation

## Corporate Entrepreneurship and Business Model

Interest in entrepreneurship within established organisations has intensified due to various events taking place on business and social levels. This course focuses on corporate entrepreneurship with four key elements: new business venturing, innovativeness, self-renewal and proactiveness. It has two primary objectives. First, the course aims to enable the students to apply corporate entrepreneurship-related concepts in practice. Second, it seeks to broaden the students' education by helping them to appreciate the application of corporate entrepreneurship knowledge to companies. The students will also have the opportunity to meet corporate entrepreneurs to understand their challenges and strategic approaches in creating and capturing value for their organisations.

## Entrepreneurial Management

This course gives an insight into the processes and varieties of entrepreneurship, fundraising and management. The course draws heavily from theory and research but is at its core, practice-oriented. Time will be devoted to discussions of entrepreneurial scenarios that depict the careers and work of different entrepreneurs to help students reflect on the intrinsic entrepreneurial ambition. Cases used will illustrate the risks and uncertainties, as well as the procedure and thought processes behind complex decisions necessary to navigate the start-up landscape.

## Entrepreneurship and Innovation

MBA students often observe that the kinds of businesses that venture capitalists invest in are in innovative businesses where a new value proposition is being introduced. You are interested in starting or being part of a fast-growing entrepreneurial venture, but how do you validate this opportunity as one where you can attract investors and achieve high growth? This is what this course is designed to teach you to do.

## Social Entrepreneurship

In recent years, social entrepreneurship has gained prominence and popularity as an approach to addressing social needs, especially of the poor and disadvantaged. In this course, we examine how business theories and practices can be applied to address current and future social challenges such as poverty, education, health and environment. We survey the range of business models for social good and evaluate each model for impact, sustainability, and innovation. You will be challenged to develop your own social venture proposal to address your chosen social problem.

## Sustainability Reporting and Analysis

This course provides a comprehensive overview of sustainability accounting and its role in supporting sustainability goals in business. We will explore the theoretical foundations and practical issues of reporting on corporate environmental, social, and governance (ESG) performance. Key topics include regulatory requirements, sustainability reporting standards, measurement issues, and materiality and impact assessments. We will also examine how to integrate information from sustainability disclosures into the financial analysis of a company. This course will be helpful for future managers and investors who want to gain up-to-date knowledge and a practical understanding of sustainability accounting and its applications in business.

## **Sustainability Risk Management**

Sustainability factors are becoming more influential for the financial returns and long-term value creation of a corporation. The environment, social and governance (ESG) risks have to be properly managed by various stakeholders such as corporations, suppliers, customers, investors, governments, and regulatory bodies. This course aims to provide a comprehensive understanding of the sources of the risks as well as financial tools, theoretical principles and various risk management frameworks to be employed to control various risks, such as climate change, natural and energy disasters, corporate crises, and social and technology-related crises. In the end, we will illustrate how to make a company sustainable. Asian-based case studies are included.

## **Sustainability Strategy**

This course will provide you with an introduction to business sustainability, its benefits and reporting requirements. Sustainability is increasingly an important aspect of an organisation that stakeholders, particularly investors, are taking an interest in. As such, your knowledge of strategies in sustainability will enable you to contribute positively to your organisation. In this course, we will review the four components of sustainability, often denoted by EESG - Economic, Environment, Social and Governance. In addition, we will review sustainability from the perspectives of corporate strategy, intellectual capital, best practices, process and risk management, and diversity and fair employment, which in turn are linked to transparency, business continuity and accountability practices of the organisation. These components are recognised as fundamentals to organisational strategy, operational efficiency and execution.

## **Sustainable Web3, Generative AI and Metaverse**

This course is designed to provide an insight into the future development of emerging technologies and concepts in the Metaverse and Web3, their impact on the business landscape, and the opportunities and challenges they present. Metaverse and Web3 represents a paradigm shift in how businesses operate and interact with customers, partners, and stakeholders. This course will cover key topics related to sustainability, blockchain technology, cryptocurrencies, decentralised applications (DApps), decentralised finance (DeFi), green finance, transition finance, non-fungible tokens (NFTs), and the potential implications for various industries. Through lectures, case studies, group discussions, and hands-on projects, students will gain the knowledge and skills necessary to navigate the rapidly evolving world of Web3 and harness its potential for innovation and disruption.

# Experiential Elective Outlines

Experiential electives provide a unique and hands-on dimension to your academic journey, offering practical insights and real-world application of theoretical concepts. These immersive courses not only deepen your understanding but also equip you with valuable skills and experiences that are directly transferable to professional settings. By engaging in experiential electives, you gain a competitive edge, bridging the gap between theory and practice in a dynamic learning environment.

## C-Suite Life

Experience the intensity of real-world business dynamics in C-Suite Life, an immersive programme that brings the corporate realm to life. Through a captivating live case-study format, this course unfolds as a dynamic role-play environment, featuring actors, authentic business challenges, information flows, and rich background data. Engaging in simulated C-suite roles, students actively participate in tackling complex scenarios, honing their decision-making abilities and strategic acumen. With its unique blend of experiential learning and real-time interactions, C-Suite Life equips aspiring leaders with the skills and confidence needed to excel in high-pressure business environments.

## Duke-NUS Health Innovator Programme (DHIP)

Embark on a transformative journey with the Duke-NUS Health Innovator Programme (DHIP), a cutting-edge innovation fellowship designed to empower aspiring healthtech entrepreneurs. This unique programme offers a dynamic platform for participants to collaborate within a multidisciplinary team and address validated unmet clinical needs. Led by the prestigious Duke-NUS Medical School in partnership with the NUS School of Biomedical Engineering and NUS Business School, DHIP is driven by a three-fold mission:

- Cultivate an Innovation Mindset
- Foster Thought Leadership
- Ignite Venture Creation

MBA students are eligible to participate in DHIP starting from Year 2. DHIP comprises two separate components, each lasting one semester. Upon completion of the initial component, students can choose whether to proceed to the second component.

## Enterprise Development

Led by the the Institute of Engineering Leadership at NUS College of Design and Engineering, Enterprise Development helps you stay competitive through the discovery of new products and services in various markets, and introduces the process of value creation in a corporate setting. As part of this course, students will get to experience the innovation process through close interaction with existing enterprises and be exposed to techniques and frameworks for market validation, business model innovation, technology and product commercialisation and more.

## Frugal Innovation

Led by the the Institute of Engineering Leadership at NUS College of Design and Engineering, Frugal Innovation focuses on using "out-of-the-box" approaches for cross-disciplinary teams to create more value with less when it comes to developing practical solutions with societal impact. The course explores the process of developing frugal solutions for corporations, big and small, as well as start-ups and social enterprises; and provides a unique action-learning experience where you get to work on identifying solutions for pre-selected problems in emerging markets.

## NUS Graduate Research Innovation Programme (GRIP)

The NUS Graduate Research Innovation Programme (GRIP) is a 12-month journey that empowers researchers and postgraduate students to create their own deep tech startups. This comprehensive programme provides step-by-step guidance, mentorship by experienced commercial champions, and industry linkages to tackle real-world problems. Access state-of-the-art labs and prototyping support, while being matched with complementary co-founders. Secure potential investment funds of up to S\$100,000 from NUS. GRIP equips you with the knowledge, skills, and resources to develop an investible deep tech startup. For more information, please visit: <https://nus.edu.sg/grip/>

Please note that GRIP is a non-unit bearing programme.

### **NUS Overseas College (NOC)**

Led by NUS Enterprise, NUS Overseas College provides an opportunity for those keenly motivated in entrepreneurship. Transform your mindset and discover exciting opportunities through an intensive 6-month internship immersion with start-ups in different parts of the world.

For the list of NOC locations, please visit: <https://enterprise.nus.edu.sg/education-programmes/nus-overseas-colleges/programmes/our-noc-locations/>

### **Singapore Biodesign Fellowship**

Led by the Agency for Science, Technology and Research (A\*STAR) and Stanford Byers Center of Biodesign, Singapore Biodesign Fellowship focuses on the development of new medical device technologies for unmet clinical needs in Asia. This is an intensive 6-month training on the entire value chain of medical technology innovation with access to training and mentorship in Singapore and Stanford University. This course will address different social entities that leaders encounter and offers an extensive examination of leadership in and outside organisations. It aims to provide a set of experiences that are designed to enhance your self-awareness and capacity for effective leadership.

### **TechLaunch**

Led by the the Institute of Engineering Leadership at NUS College of Design and Engineering, TechLaunch teaches you how to derive maximum value creation from new ideas and technologies, and hone business management and leadership skills. You will work in teams to conduct market research and deliver a final presentation to a committee of entrepreneurs, industry experts, investors and university staff. This course will address different social entities that leaders encounter, and offers an extensive examination of leadership in and outside organisations. It aims to provide a set of experiences that are designed to enhance your self-awareness and capacity for effective leadership.

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