

UCLA-NUS EMBA Core Courses

Pages 2-5 contain the outlines of each core course, organized by University. Please refer to **pages 6-9** for elective courses.

Courses are subject to change, and electives are updated on a regular basis. Incoming students may view the Elective Course Selection Form for the latest list of available courses prior to the start of the program.

NUS Core Courses



Asia and Global Economy

This course delves into the transformative dynamics of the global and Asian economies, emphasizing 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 behaviors of markets, companies, and governments within a coherent economic framework. The course utilizes 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 analyzing 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.

Financial Management

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

Economic Analysis for Managers

Managerial Economics, a core discipline in the EMBA program, integrates microeconomics with managerial issues to analyze market dynamics, firm behavior, and economic implications for business operations. The course covers fundamental market forces, consumer and firm behavior 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 behavioral economics, illustrate real-world applications. Students explore theoretical foundations and practical aspects, developing insights into economic concepts, formalizing 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.

Leadership in the Era of Disruption

Leading organizations 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, energize, and motivate high levels of performance even as the organization 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 organizations while helping students develop an awareness of their understanding, abilities, and limitations in managing people and organizations in an ever-changing world.

NUS Core Courses



Marketing Strategy

This intensive marketing course caters to experienced senior executives seeking both conceptual understanding and practical insights into customers and markets. The program 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 Behavior, Brand Management, Digital and Social Media Marketing, Analytics, Business Sustainability, and Corporate Social Responsibility, the course promotes strategic thinking in marketing. Emphasizing 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 Organization, Marketing Due Diligence (6 Cs), and Purpose-led Marketing.

Strategy

This course centers 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 organizations. 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 analyzing 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 contextualize discussions. It builds on knowledge from other courses, emphasizing organizational effectiveness over efficiency, aligning with Peter Drucker's distinction between "doing the right things" and "doing things right."

UCLA Core Courses



Data Analysis and Management Decisions

Business decisions are made with partial information and in an uncertain environment. This course aims to provide a framework for analyzing decisions under uncertainty and (ii) introduce data analyses for generating information useful in decision-making. Classes will be a mix of lectures, examples, and problem solutions.

The course is organized into three areas:

- Decision Analysis: problem framing, evaluation using expected monetary value, value of information.
- Probability Theory: basics of probability, joint and conditional probability, Bayes' Rule, discrete random variables, continuous random variables, sums of random variables, Uniform and Normal distributions, expected value, variance.
- Statistics: descriptive statistics, sampling, hypothesis testing, interval estimation, statistical inference, simple and multiple regression, predictions.

Logistics and Operations

The purpose of this course is to introduce you to the strategic and operating issues and decisions involved in managing the business/operational processes within an enterprise. It aims to provide you with a conceptual framework and a set of analytical tools to enable you to better understand why processes behave as they do. Given this understanding, you will be positioned to involve yourself in an organization's defining strategic decisions, those relating to key processes affecting your, and your organizational unit's, performance. Further, you will be able to articulate the set of processes that most closely match and enhance your organization's competitive posture.

This course is integrative in nature, drawing upon concepts originally introduced in your previous courses on economics, statistics, accounting, and human resource management, and your concurrent courses in finance, marketing, and strategy. While many of the operational processes that we will consider in this course will appear familiar, most of you will find yourselves viewing them from a different perspective.

Financial Accounting

This introductory accounting course is part of the core curriculum and assumes no prior academic knowledge of accounting. The purpose of this course is to introduce you to the concepts of financial accounting and its underlying assumptions. We will discuss the uses and limitations of the financial statements. Procedural aspects of the accounting will be examined to enhance your understanding of the content of the financial statements. However, the emphasis of the class is on using accounting information in the evaluation of business performance and risk.

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.

UCLA Core Courses



UCLA Capstone (Choose 1)

Business Creation Capstone (BCC)

This course provides a unique educational experience for students interested working on their entrepreneurial ventures and developing a comprehensive strategy for launching that business.

The BCC experience provides students with an interest in entrepreneurship an opportunity to apply the concepts they have learned in their core and entrepreneurship classes to the development of a start-up business. Students will have the opportunity to formulate strategies for the sales, marketing, operations, finance, accounting, and management functions of a start-up business. In doing so, students will learn how to develop and test hypotheses, to conduct effective primary and secondary research, and ultimately to produce a business plan or implementation plan for their start-up business.

In the BCC program, student teams lead this course. The faculty advisor acts as a guide. Your efforts will be focused on providing both creative and pragmatic solutions to these problems when they happen. You should expect a challenging experience that allows you to apply your knowledge and skills to develop a path forward; do not expect the path to be developed for you. A major objective of BCC is to help students learn to confidently manage in a real-world business environment and develop the skills necessary for success in an entrepreneurial venture.

As part of the academic and general requirements of the BCC, your team will write a business or implementation plan and make a formal presentation to a panel of potential investors or independent judges. Successful field studies provide an unusual learning opportunity for students to create a high-quality product. You will find the experience to be educationally and professionally rewarding. Regardless of the profession you pursue after earning your MBA, the BCC will provide skills and experiences with application to all professional fields.

Management Practicum

The purpose of the MP program is to provide students with an opportunity to apply the knowledge and skills they have acquired throughout their MBA coursework to a real-world business problem or opportunity. In MP, a team of five or six students works with an organization to create a business plan that will help take it to the next level of its development.

The elements of MP include:

- **Project selection:** Through company bidding, students will be paired with projects that align with their expertise, interests, and goals. They will work with a Faculty Advisor who has years of experience in industry and mentorship and guides the students throughout the program.
- **Research and analysis:** Students will be required to conduct a certain amount of research to achieve robust data to support their final conclusion. This can involve gathering and analyzing market data, financial information, and other relevant information. Based on their research and analysis, students utilize strategic and analytical thinking to develop recommendations for addressing the business problem or opportunity identified in the project.
- **Presentation:** Finally, students present their findings and recommendations to a panel of industry experts, faculty members, and their clients. This presentation is an opportunity for students to demonstrate their knowledge and skills to the stakeholders and to receive feedback on their work.

UCLA-NUS EMBA Elective courses

Pages 7-11 contain the outlines of each elective course, organized by University.

NUS Elective Courses



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, emphasizing 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.

Ecosystem Enterprise Risk Management

Effective risk management is essential for achieving organizational goals and ensuring financial stability, influencing credit ratings, share prices, and reputation. Given recent global challenges such as the Covid-19 pandemic and the Russia/Ukraine conflict, organizations have faced severe disruptions including supply chain issues, cyberattacks, and climate-related events. These factors have necessitated a comprehensive approach to enterprise risk management.

To adapt to this dynamic business environment, organizations must enhance their risk management practices across their operations. The course will include mini-workshops and breakout sessions for practical application, as well as videos addressing current challenges in areas like climate change, cybersecurity, and technological advancements such as generative AI and cloud computing.

Contracts: Understanding Terms & Managing Risks

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

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 organizations 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 analyzing 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.

NUS Elective Courses



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 organizations. 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.

Growth Finance

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

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

Global Network Week

Global Network Weeks give students the opportunity to pursue intensive study at another network school, in a focused course that leverages the perspectives, programs, 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.

Investment Management

This course in Investment Management, tailored for the Executive MBA program, provides comprehensive exposure to the principles and practices critical to investment professionals. It blends theory with practical application to equip executives with the skills necessary to strategize and manage investment portfolios effectively. Covering a broad spectrum from investment objectives and liabilities-driven investments to the subtleties of institutional versus retail investing, the course delves into multi-asset investing and behavioral biases within the framework of asset allocation and portfolio construction. This course is designed to enhance strategic thinking and decision-making skills in the complex field of investment management.

NUS Elective Courses



Navigating Asia's Geostrategic Landscape

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

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 monetizing value through the effective management and marketing of services. Key elements include understanding the design and packaging of intangible benefits, optimizing 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.

Sustainability Reporting and ESG Investing

This course on sustainability reporting emphasizes its role in enhancing shareholder value by promoting organizational 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 recognized as the most significant in business over the past 50 years, reshaping the operational landscape for governing boards. This program's objectives include understanding the economics of climate change, recognizing the value of a strong ESG proposition, constructing ESG ratings, distinguishing between ESG, Impact, and Values investing, discussing resilience in market cycles, and staying informed on key ESG trends.

Technology, Innovation & Entrepreneurship

In summary, this module provides a fast-paced introduction to entrepreneurship with a particular focus on innovative entrepreneurship contextualized to cover not just advanced economies like the US but also Asian emerging markets. The module is structured around four themes: (1) The entrepreneurial mindset and skillset to recognize opportunities and mobilize resources to exploit them; (2) the Lean StartUp approach to discover and validate business opportunities, and the key analytical tools for analyzing and designing viable start-up business model; (3) the Entrepreneurial New Venture Creation Process; (4) the due diligence process used by Venture Capitalists to evaluate potential investment opportunities.

NUS Elective Courses



Winning Strategy in Asia

Today, emerging markets constitute 36% of the global GDP, with projections indicating a potential US\$30 trillion opportunity by 2025. Notably, India, China, and other Asian countries are poised to dominate global middle-class consumption, surpassing the EU, US, and Japan. Despite this potential, most multinational corporations (MNCs) are struggling to capitalize 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 emphasizes 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. The objectives of this course focus on developing students' strategic intuition and tools, challenging conventional approaches, and enabling them to apply frameworks creatively to overcome strategic obstacles in emerging Asian markets.

UCLA Elective Courses



Entrepreneurship and Venture Initiation (EVI)

Introduction to basic tools and jargon required 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.

Elective Block

The elective block is a unique component of the UCLA-NUS program. It consists of six elective courses offered in five consecutive days in August. Each course offered in the elective block is two units. Students may take one or two courses during the elective block, but are not permitted to take more than two courses in an elective block. By taking two, two-unit courses in the elective block (August) students will complete four units of electives.

Global Immersion

The Center for Global Management at UCLA focuses on Asia and Latin America, providing four-unit global immersion experiential learning courses for MBA students. These courses cover various aspects of a country's economy, politics, industries, startup communities, culture, and historical events. The program includes on-campus classes, an intensive in-country week with guest speakers, fireside chats, panel discussions, company visits, and cultural sessions. The global immersion courses typically allow around 300 students to travel and study abroad annually, with virtual alternatives offered when travel is restricted.

Tech and Innovation

This course explores the dynamic and iterative nature of technology, focusing on disruption, innovation, and strategic moves to create competitive advantage. It covers a range of industry-changing products and services, including eCommerce, autonomous vehicles, climate technologies, and various tech platforms. The evaluation includes underlying technologies, business models, and the impact on the competitive landscape and regulatory environment. The course heavily relies on case discussions to analyze strategic issues for both established enterprises and new ventures, emphasizing technology-driven innovation's role in market success. The class provides academic grounding and practical experience, aiming to equip students with skills to navigate challenges in technology innovation management and improve the likelihood of success for technology and innovation managers. Sustainability and climate-tech examples are integrated, and the course maintains a practical focus on helping managers succeed in the dynamic tech landscape.

Elective Course Schedule

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

YEAR 1	MAY	JUN	AUG	SEP	NOV	DEC
Futures Thinking and Scenario Planning (F2F)	●					
Blockchain Applications in Finance (F2F)		●				
Winning Strategy in Asia (F2F)		●				
Growth Finance (F2F)		●				
Contracts: Understanding Terms & Managing Risks (F2F)		●				
Entrepreneurship and Venture Initiation (F2F)			●	●		
Navigating Asia's Geostrategic Landscape (F2F)				●		
Ecosystem Enterprise Risk Management (Online)				●		
Technology, Innovation & Entrepreneurship (F2F)					●	
Sustainability Reporting and ESG Investing (Online)						●
UCLA Global Immersion (F2F / Online)						●
UCLA Blended and Online Electives (F2F / Online)						●

YEAR 2	JAN	FEB	MAR	MAY	JUN	AUG
Service Management (F2F)		●				
Tech Innovation (F2F)		●				
NUS Global Immersion (F2F / Online)			●		●	●
Investment Management (Online)			●			
ESG Strategies and Corporate Governance (F2F)				●		
Blockchain Applications in Finance (F2F)					●	
NUS Global Network Week (F2F)					●	
Winning Strategy in Asia (F2F)					●	
UCLA Elective Block (F2F / Online)						●

● UCLA Electives

● NUS Electives

■ In-Country Segment

□ Off Segment

**The two universities reserve the right, at their discretion, to amend, revise, or change the curriculum.*



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UCLA-NUS EMBA Global Exchanges

Through our short global exchange programs, participants are able to take up select electives offered by our partner schools.

Global Exchange Experience

Below is the list of samples of Short exchange programs offered by NUS.

MARCH

CAMPUS (F2F) or ONLINE	Elective	UNITS
Esade (Madrid)	B2B Growth Strategy	2
	From Financial Analysis to Visualization	2
	Leading in Times of Crisis	2
Esade (Online)	Business Transformation: AI and IoT Enabling Technologies	2
CEIBS (Shanghai)	China Within the World: Business-Government Strategy in the Global Arena	2
CEIBS (Beijing)	Raising Funds To Accelerate Growth in a Global Environment: Venture Capital, Private Equity, And IPO/M&As	2

APRIL

CAMPUS (F2F) or ONLINE	Elective	UNITS
Esade (Barcelona)	Advanced Managerial Action	2
	Mergers & Acquisitions (2nd ed.)	2
University of California Berkeley	Bay Area Innovation and Entrepreneurship	4

JUNE

CAMPUS (F2F) or ONLINE	Elective	UNITS
Esade (Online)	Frictionless Marketing & Omnichannel Strategy	2
York University	Intelligent Innovation Ecosystem Design	4
Peking University	Doing Business in China (Conducted in English)	2
Global Network Week	Please click on the link (https://globalnetwork.io/) for the various programmes offered.	
Esade (Madrid)	Sales Management (2nd ed.)	2
Seoul National University	Doing Business in Korea	4
CEIBS (Shanghai)	Negotiation	2
ESSEC Business School	The Global Manager in Europe	7
University of Mannheim	Entrepreneurship and Innovation - Crowdfunding	3

Global Exchange Experience

Below is the list of samples of Global Immersion courses offered by UCLA.

Concentrating on the school's target regions of Asia and Latin America, the Center for Global Management offers four-unit global immersion elective courses throughout the year. These experiential learning courses expose students to a country's economy, political environment, major industries and businesses, startup communities, local culture, key historical events and the many aspects of conducting business outside the United States. Each course is a mix of approximately 40 participants across Anderson's four MBA programs, providing students a wonderful opportunity to network among the different degree programs and gain many memorable experiences. Over the years, more than 3,000 students and alumni have participated in these courses and traveled to over 30 countries with more than 25 UCLA Anderson faculty members.

UCLA	Elective
Chile	Doing Business in an Advanced Middle-Income Country:Chile
Cuba	Cuba: An Economy in Transition
India	The Business Environment of India: Mumbai and Hyderabad with an Emphasis on Entertainment, Finance, Tech and Biotech
Greater China Region	A Technology Driven Transformation of Society
South Africa	Social Entrepreneurship and Innovation in South Africa
United Arab Emirates	Dubai and Its Evolving role in U.A.E., Middle East and the World
Vietnam	Entrepreneurship in Developing Countries: Focus on Vietnam

UCLA Anderson School of Management offers different global immersion options every year, so check the UCLA website for the latest offerings.

<https://www.anderson.ucla.edu/about/centers/center-for-global-management/for-students/global-immersion-courses>