NUS Business School
With a tradition of excellence of over 40 years, NUS Business School is consistently ranked among the top business schools in the Asia-Pacific region in recognition of the quality of our programmes, our faculty’s research as well as our over 45,000 graduates. Known for our focus in providing management thought leadership from an Asian perspective, enabling our students and corporate partners to leverage on the best global knowledge and deep Asian insights to drive business growth in Asia and around the world, the school is also the first in ASEAN to be accredited by the Association to Advance Collegiate Schools of Business (AACSB) for having met the highest standards of achievement in education and research for business schools, with membership on other prestigious education councils and organisations. As Asia’s Global Business School, NUS Business School is a leading authority on business in Asia with a global reputation for offering the “Best of East and West in business research and education”.

National University of Singapore
Founded in 1905, the National University of Singapore (NUS) is a leading global university that offers a broad-based curriculum underscored by multi-disciplinary courses and cross-faculty enrichment. With over 2,000 academic staff, NUS offers a comprehensive range of programmes in over 50 disciplines. At NUS, there are no boundaries around minds and ideas, no boundaries to talent and no boundaries between the discovery, transfer and application of knowledge. The NUS experience helps students realize their potential and prepare themselves for an increasingly borderless and innovation-driven global economy.

Membership
- Association to Advance Collegiate Schools of Business (AACSB)
- Executive MBA Council (EMBAC)
- Partnership in Management (PIM)
- Graduate Management Admissions Council (GMAC)
- European Foundation of Management Development (EFMD)
- Community of European Management Schools and International Companies (CEMS)
About The NUS Executive MBA Programme
The Asia-Pacific Executive MBA (English)
The NUS APEX MBA (English) is one of the region’s most established Executive MBAs, designed with a unique strategic focus on Asia-Pacific business within a global economy. It provides senior executives with a rigorous and relevant management learning platform which is minimally disruptive to career responsibilities. The programme has a wide Asian geographical footprint where classes are conducted in 6 countries - Singapore, India, Indonesia, Thailand, China and Vietnam. The professional and cultural diversity of students also provide valuable peer-to-peer learning and networking opportunities that complement the quality international curriculum.

Accolades
- NUS ranked 4th in Asia & among Top 40 in the Times Higher Education Supplement - QS University Rankings 2007
  - The Times of London, 2007
- NUS ranked Top 3 Global Universities in Asia & Australasia
  - Newsweek, 2006
- NUS awarded Reader’s Digest Platinum again!
  - Reader's Digest Trusted Brands Survey, 2008
- The NUS APEX MBA ranked within Top 30 Executive MBA Worldwide by Financial Times consecutively for two years, Top 5 for International Attendees & Top Salaries in IT / Telecommunications
  - Financial Times 2005 & 2006
- NUS Business School ranked 6th most preferred in Asia-Pacific by Global Recruiters
  - QS TopMBA.com International Recruiters Survey 2007
- NUS Business School ranked 4th outside of North America and 49th Worldwide for Research
  - Top 100 Business School Research Ranking by University of Texas (UTD), Dallas, 2007
- NUS Business School ranked among Top 100 Business Schools Worldwide
  - Economist Intelligence Unit in 2007
  - Financial Times in 2006
Congratulations on taking the first step in the best investment you can possibly give yourself - one of the most established and prestigious top ranked Executive MBA from NUS Business School - proudly Asia’s Global Business School.

Tapping on your years of experience, global exposure, expertise in your field and ambition to position your company - and yourself - ahead of the competition, the Asia-Pacific Executive MBA (APEX) provides the perfect platform for you to learn and network with other global business leaders, benefitting from a curriculum that is benchmarked against best practices & leading EMBA programmes in the world.

We pride ourselves on knowing Asia best. There are robust discussions and integration of ideas by our highly esteemed faculty members with extensive research and consulting experiences, and valuable peer-to-peer learning from other high potential, busy participants on the fast track like you are. They are outstanding individuals who have been living or working in Asia for many years and are able to contextualise what they know to the Asian marketplace - to offer a unique strategic focus on Asia-Pacific business within a global economy.

Our wide geographical footprint - the residential segments in six dynamic cities on a conducive, non-disruptive study schedule for busy senior executives, will allow you to personally experience the culture and conduct of business in different Asia-Pacific regions, complementing our quality international curriculum. Expect to forge tight-knitted bonds with participants in your cohort from as diverse as 18 nationalities, 25 industries in different functional areas. Delve further into our wide reaching global alumni network with over 45,000 individuals from over 30 nationalities and access a world of unlimited opportunities!

We look forward to welcoming you to the NUS Business School family & celebrating your upcoming success!

Professor Bernard Yeung
Dean and Stephen Riady Distinguished Professor of Finance
NUS Business School
The Asia-Pacific Executive MBA (APEX) is one of the region’s most established Executive MBAs, a unique global programme with a strategic focus on Asia-Pacific business, now in its 12th year. It boasts a distinguished and professionally diverse alumni network of over 300 senior executives from the Americas to Australasia, imparting peer-to-peer learning and networking opportunities enhanced by the quality and reputation of a distinguished international faculty from some of the leading PhD programmes in the world.

Our Executive MBA programme is designed with the busy executive in mind, providing an optimal learning platform with minimal disruptions to career responsibilities. The modules are taught in 2-week study segments every 3 months beginning in June and ending in November the following year, conducted in Singapore and five additional countries - China, India, Indonesia, Thailand and Vietnam. The strong Asia-Pacific geographic footprint is testimony of our commitment to meet global executives’ needs for a quality international curriculum that addresses the challenges of doing business in Asia.

I invite you to a unique and rewarding learning journey with the NUS APEX MBA, a programme that integrates the best of management theories and practices from East and West, designed for business leaders who embrace both ‘globalisation’ and ‘glocalisation’, and who seek a particular focus on the Asia-Pacific region.

Associate Professor Prem Shamdasani
Academic Director, Asia-Pacific Executive MBA (APEX)
Vice Dean, Executive Education
NUS Business School
Insights for the Future

The consequence of cross-continental economic expansion is an exponential growth of worldwide technologies that creates a huge knowledge base, which, since it arises from a global fount, naturally bears distinctive and varying geographic characteristics. This ever-evolving scenario naturally sees increasing differences in the way businesses are conducted, calling for a bridging of these variances. The NUS APEX MBA programme is thus an effort to explicate actual, unique business experiences and practices, broadening awareness and understanding of differing trends and situations, to imbue an insightful grounding so that participants may prepare to engage the future creatively.

Programme Highlights
- 17-month programme
- Six intensive 2-week residential segments
- 2 modules per segment
- Classes held in Singapore, New Delhi, Jakarta, Bangkok, Shanghai and Ho Chi Minh City

Programme Details
- Provides the knowledge and skills to position leaders at the forefront of increasingly competitive business environments
- The opportunity to connect and establish a strong international network with top executives from a wide range of functions and industries
- First-hand contact and insights from business leaders on various disciplines
- Exposure to an experienced faculty with strong expertise on business in the Asia-Pacific
- Direct exposure to business in six promising Asian economies through overseas residential segments

Experience Six Residential Segments in Six Countries Across Asia!

![Map of Asia with cities highlighted: Singapore, New Delhi, Jakarta, Bangkok, Shanghai, and Ho Chi Minh City]
Cosmopolitan Refinement

In the ongoing evolution of world business, cosmopolitan refinement can only be brought about via cross-cultural perspectives, which positively encourage enlightened relationships. The contribution of our international seasoned business leaders grants wider exposure to diverse values and experiences, therein fostering a mature objectivity indispensable to sound, universal management.

Profile of APEX-E
Intake 16 and 17

Characteristics
- Average Age: 40 years old
- Average Work Experience: 17 years
- Percentage of Female: 21%

Country Represented

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Asia</td>
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<tr>
<td>Bangladesh</td>
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<tr>
<td>China</td>
<td></td>
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<td>India</td>
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<td>Oceania &amp; Africa</td>
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<td>Switzerland</td>
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<td>Brazil</td>
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<td>United States</td>
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<td>Australia</td>
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<td>New Zealand</td>
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<td>South Africa</td>
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Industry Represented

<table>
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<th>Industry</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Manufacturing</td>
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<td>Telecommunications/IT Services</td>
<td>18%</td>
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<td>Education</td>
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<td>Health Care/Pharmaceutical</td>
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<tr>
<td>Financial Services/Insurance</td>
<td>7%</td>
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<tr>
<td>Electronics/Engineering</td>
<td>6%</td>
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<tr>
<td>Government</td>
<td>3%</td>
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<tr>
<td>Distribution</td>
<td>3%</td>
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<tr>
<td>Food and Beverage</td>
<td>3%</td>
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<tr>
<td>Petroleum/Oil/Gas</td>
<td>3%</td>
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<tr>
<td>Transportation/Shipping</td>
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<tr>
<td>Trading</td>
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<td>Conglomerate</td>
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<tr>
<td>Design</td>
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<td>Hospitality</td>
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<td>Mining</td>
<td>1%</td>
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<tr>
<td>Printing/Publishing</td>
<td>1%</td>
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<tr>
<td>Others</td>
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Clear Affirmation

Our graduates’ personal experiences speak volumes for the wealth of knowledge they have acquired and rich networks they have developed in participating in this programme.

The NUS APEX MBA is more than learning and refining the essential tools to develop one’s business leadership qualities. Its unique Asian perspective, nurtured in each of the structured subject modules, is really what initiated me into a process of learning and appreciation of a region and its people who have embarked on an unprecedented scale, to define human endeavour and innovation in the 21st century. As a Marine Logistics professional working in Asia, the benefits of such insight are truly enormous as well as very exciting.

Prodyut Banerjee from India, APEX-E, Intake 16
Senior Marine Superintendent, BW Shipping Managers Pte Ltd
Singapore

After 19 years at sea and then 6 years on the ground, I chose to go back to school. Though I always had my mind set on a Master’s level education, the decision of joining the NUS APEX MBA Intake 16 was not easy. Coming from a background that has the least to do with business, my apprehension was whether I would be able to justify the time, money and effort spent for a commitment like this. Should I not save the money instead for my son’s education? It took me just 2 weeks and the first segment to realize that my apprehension was totally unfounded. I realized I was in a very different environment from my usual work atmosphere, a classroom full of students whose combined working experience would exceed a few centuries, but yet who appeared keen and enthusiastic to learn. I would not deny that it was a bit of an uphill task in the beginning to get back to disciplined studies, but then nobody said it would be simple. My best experiences in this course have been through communal learning, interacting with a global mix of colleagues from varied disciplines and various cultures. I bless the person (an ex-student himself) who gave me the final push for this course. This EMBA will give you the confidence you will enjoy, no matter at what level you are in society or at work.

Vibhas Garg from India, APEX-E, Intake 16
Senior Manager & CSO, Marine Department
BW Shipping Managers Pte Ltd, Singapore

Forget about your wine and dine EMBA, this course will challenge you to achieve your optimum goal and beyond. What was most enjoyable was the exposure to a multitude of varying business models and strategic techniques that will enhance my career to the fullest and also aid me in my daily job. It is a tough course where a lot of dedication is needed but is most rewarding, fulfilling and worth the effort. One of the best aspects is the interaction between students from all different backgrounds and cultures who started as classmates and have now become my good friends. Experience college life again – it’s even better this time around!

Paul Courtney from Ireland, APEX-E, Intake 16
Underwriter, Head of Underwriting & Claims
Life Reinsurance, Munich Reinsurance Company
Singapore Branch, South East Asia & Taiwan

Our graduates’ personal experiences speak volumes for the wealth of knowledge they have acquired and rich networks they have developed in participating in this programme.

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Vibhas Garg from India, APEX-E, Intake 16
Senior Manager & CSO, Marine Department
BW Shipping Managers Pte Ltd, Singapore
Joining the NUS APEX MBA programme has been one of the best academic decisions I have made. Its practical approach to complex global situations is stimulating, it also gave me exposure to novel theories in international business. The cultural and professional diversity of the class, the deep impact that my professors had and learning through group work have all contributed to the irreversible change of my way of thinking. Success is a journey in life and the NUS APEX MBA has now provided the base to develop further in me, a new level of strategic thinking capabilities and leadership skills.

Bernd Schwarze from Germany, APEX-E, Intake 16
Sales Director, Homag Asia Pte Ltd
Singapore

The programme’s modular schedule provided the least disruption to my work calendar. Spending an intensive period every quarter also forged closer bonds amongst cohort members and feels like a family reunion every three months! I particularly enjoyed discussions which I would have otherwise not had exposure to in my line of work, for example - the recently concluded Operations Management segment gave me a fantastic insight into how some manufacturing principles can be applied in business processes. The real value of the programme is in cohort members and newfound relationships. While the professors are competent in their respective fields, it is the discussions and sharing in class from fellow peers of different industries, challenging or supporting the practicality of the academic principles which makes this a purposeful and enjoyable learning journey.

James Lye from Singapore, APEX-E, Intake 16
Deputy Managing Director, Private Client Group
International Personal Bank, Citibank Singapore Ltd

The unique approach of the program has allowed me to transcend boundaries that seemed improbable before I joined the NUS APEX MBA. It allowed me to go through and finish it despite the hectic schedule typical of the corporate life while still having enough time to follow day-to-day functions and personal commitments. Personally, I have gained more confidence in dealing with clients and associates with a more global and diversified approach. Professionally, the program has boosted the tools that I have that will most definitely benefit my company, myself and my career.

Myla V. Piliao from Phillipines, APEX-E, Intake 16
Director, TrendLabs Marketing and Communications
Trend Micro, Phillipines

Taking part in the NUS APEX MBA programme has enriched my knowledge and experience. Not only did it teach me to apply the theoretical part of business management and leadership, it also increased my self-confidence. From my experience, the NUS APEX MBA is the symbol of quality - the faculty, programme content and tutoring method are of high quality; the quality of the programme staff who are capable and customer-focused; the quality of international fellow students who are professionals with different backgrounds. All these have made the NUS APEX MBA programme unique.

OZA GUSWARA from Indonesia, APEX-E, Intake 16
Regional Sales Manager, PT Holcim Indonesia Tbk

The programme’s practical approach to complex global situations is stimulating. It also gave me exposure to novel theories in international business. The cultural and professional diversity of the class, the deep impact that my professors had and learning through group work have all contributed to the irreversible change of my way of thinking. Success is a journey in life and the NUS APEX MBA has now provided the base to develop further in me, a new level of strategic thinking capabilities and leadership skills.

Bernd Schwarze from Germany, APEX-E, Intake 16
Sales Director, Homag Asia Pte Ltd
Singapore

OZA GUSWARA from Indonesia, APEX-E, Intake 16
Regional Sales Manager, PT Holcim Indonesia Tbk
Considering that the reality of a global economy requires varying yet appropriate responses to contrasting cultures and viewpoints, the NUS APEX MBA programme fosters better understanding by gathering practical, real world business know-how from experienced professionals across a spectrum of functions, disciplines and sectors. The programme’s curricular enrichment ultimately elevates the benchmark for senior management in the scope of their academic and scholastic fulfillments.

**Our Faculty**

**Kulwant Singh (Singaporean)**
Professor & Deputy Dean  
PhD, University of Michigan  
- Author of three books  
- Recipient of various teaching, publication & research awards

**Prem Shamdasani (Singaporean)**
Associate Professor  
Vice Dean, Executive Education & Academic Director, APEX-E  
PhD, University of Southern California  
- Author of one book  
- Extensive Consulting Experience

**Susanna Leong (Singaporean)**
Associate Professor  
Vice Dean, Graduate Studies & Academic Director, International MBA  
LLM, University of London  
- Senior Fellow, Intellectual Property Academy of Singapore  
- Advocate & Solicitor of the Supreme Court of Singapore

**Ivan Png (Singaporean)**
Professor  
PhD, Stanford Graduate School of Business, Stanford University  
- Independent Director of Hyflux Water Trust Mgmt Pte Ltd and Healthway Medical Corporation Ltd  
- Ex-Nominated Minister of Parliament, Singapore

**Hum Sin Hoon (Singaporean)**
Associate Professor  
PhD, University of California  
- Previous Dean of NUS Business School  
- Extensive Consulting Experience

**Jayanth Narayanan (Indian)**
Assistant Professor  
PhD, London Business School  
- Reviewer of various publications  
- Interest in Organisational Behaviour

**Singfat Chu-Chun-Lin (Mauritian)**
Associate Professor  
PhD, Sauder School of Business, University of British Columbia  
- Recipient of various NUS Teaching Awards  
- Extensive Consulting Experience

**Ter Kah Leng (Singaporean)**
Associate Professor  
LLM, University of Bristol  
- Author of one book  
- Advocate & Solicitor of the Supreme Court of Singapore  
- Barrister-at-Law, England & Wales

**Trichy V Krishnan (Indian)**
Associate Professor  
PhD, The University of Texas at Dallas  
- Member of Editorial Review Board, Journal of Marketing  
- Extensive Publications

**Rachel Davis (Indian)**
Adjunct Associate Professor  
PhD, University of Illinois at Urbana-Champaign, USA  
- Founder & Chief Knowledge Officer of EduMetry  
- Extensive Consulting Experience
A Selection of Books by NUS Business School Faculty

- **Mastering Business in Asia: Strategy for Success in Asia**
- **Business Strategy in Asia: A Casebook**
- **Managerial Economics**
- **Focus Groups: Theory and Practice**
- **Services Marketing: People, Technology, Strategy**
- **Flying High in a Competitive Industry**
- **Services Marketing in Asia: A Casebook**
- **Developing Technology Managers in the Pacific Rim**
- **Financing For Entrepreneurs and Businesses**
- **The Leadership Experience in Asia**
- **Human Resource Management: An Asian Perspective**
- **Human Resource Management: An Asian Perspective**
- **Property and the Southeast Asian Real Estate Market**
- **The Internet and Workplace Transformation**

**Andrew Delios (Canadian)**
Associate Professor & Head of Department, Business Policy
PhD, Richard Ivey School of Business, University of Western Ontario
- Author of five books

**Wong Poh Kam (Singaporean)**
Professor at both NUS Business School & the Lee Kuan Yew School of Public Policy
PhD, MIT
- Director, NUS Entrepreneurship Centre
- MIT, Fulbright & Oshikawa Fellow

**Ho Yew Kee (Singaporean)**
Associate Professor & Vice Dean, Finance & Administration
PhD, Carnegie Mellon University
- Member of the CPA (Australia) & CFA (US)
- Recipient of various scholarships & awards

**Jochen Wirtz (German)**
Associate Professor & Academic Director, UCLA - NUS Executive MBA
PhD, London Business School
- Author of five books
- Recipient of various teaching, publication & research awards

**Mark Goh (Singaporean)**
Associate Professor
PhD, University of Adelaide
- Director, Industry Research, The Logistics Institute Asia Pacific
- Colombo Plan Scholar

**Visiting Professors**

**Paul Olk (American)**
Associate Professor
PhD, Wharton Business School, University of Pennsylvania
- Diamond Award for Teaching, University of Denver
- Extensive Publications

**Lawrence Wong (Singaporean)**
Adjunct Professor
PhD, University of Michigan
- Extensive leadership coaching experience
- Vice President of Singapore Collectors Association
Curriculum

The Asia-Pacific Executive MBA consists of 12 modules, conducted over six 2-weeks (intensive) residential sessions. The modules offered in the programme are as follows:

<table>
<thead>
<tr>
<th>Programme Schedule (June 2009 to October 2010)</th>
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<tbody>
<tr>
<td>Month</td>
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</table>
| I | 20 June 2009 - 05 July 2009 | Singapore | Leadership and Managerial Skills  
Decision-Making Using Information-Age Technologies |
| II | 03 October 2009 - 18 October 2009 | Singapore | Management and Organisation  
The Business Environment in Asia |
| III | 16 January 2010 - 31 January 2010 | Singapore | Accounting and Management of Financial Resources  
Strategic Marketing and Brand Management |
| IV | 10 April 2010 - 25 April 2010 | Singapore | Corporate Strategy and IP Management  
International Business and Legal Issues |
| V | 10 July 2010 - 25 July 2010 | Singapore | Management of Technology and Innovation  
Logistics and Operations Management |
| VI | 16 October 2010 - 31 October 2010 | Singapore | Thinking Creatively and Strategically  
Contemporary Issues in Asian Business |

Note: The modules stated are subject to periodic review, and subject to change.

BME 5001 Leadership and Managerial Skills

This module combines comparative (East-West) sociological and psychological perspectives on management. The integration of the various perspectives for the participant’s personal and leadership development will be highlighted. The emphasis in this module is to enable participants to understand and apply social knowledge and skills needed to deliver their leadership roles and responsibilities at the senior and top levels of the enterprise.

BME 5002 Corporate Strategy and Intellectual Property Management

Corporate Strategy will focus on the work of the general manager as the head of a business entity, corporation, business, division or plant. The module concentrates on the skills and actions required of the general manager for the development, communication and implementation of strategic organisational choices in the context of complex business situations. The module will focus on the concept, development and implementation of business strategy in organisations. Intellectual Property (IP) Management and Commercialisation is designed to equip managers with a general knowledge of IP, how it is protected in law and how IP may be properly managed and commercialised by businesses so that IP may become one of the key drivers for wealth and value creation in a knowledge-based economy.
BME 5003 Decision-Making Using Information-Age Technologies
The module promotes a scientific paradigm for complex managerial decisions such as problem formulation, model building, selection of analytical tools and formulation of managerial initiatives ensuing from the results. Through this training highlighting “System 2 thinking”, which is methodological, un-emotional and effortful over many applications, participants will be better positioned to carry out and communicate business analyses on their own as well as evaluate work undertaken by specialists, analysts and consultants. Participants will gain intensive hands-on exposure to contemporary software packages useful towards solving problems in Decision and Risk Analysis (evaluation of strategies, risks and payoffs), Data Mining (exploratory and analytical CRM), Forecasting (adaptive estimation of trend and seasonal indices) and Optimisation (revenue management, cash flow, staffing, marketing metrics and supply chain).

BME 5004 The Business Environment in Asia
This module provides an economic foundation for the understanding of the business environment. It begins with macroeconomic indicators and their determinants; and then, the tools of macroeconomic management (monetary, fiscal and exchange rate policies). It follows with techniques of modern microeconomic analysis – strategic thinking, asymmetric information and externalities – and their application to managerial decision-making. The module next focuses on economic modernisation in Asia with special attention to associated political and social dynamics. Concepts covered include: Modernisation, Industrialisation and Economic Development, Economic Analysis and Measurement, Trade and Foreign Direct Investment, Demographics, Urbanisation, Government and Politics. These concepts are taught within a framework which students apply toward country analysis.

BME 5005 International Business and Legal Issues
The first part of this module provides an understanding of cross-border economic activities, especially international trade and foreign direct investment. This part also examines how culture and politics influence the processes and outcomes of international business, especially the contemporary socio-political economy of trade and investment. Other topics include international monetary system, regional economic integration and the strategy and structure of multinational enterprises. The aim is to sensitise the student to a wide array of concepts that, when taken together, explain the phenomenon of globalisation. The second aspect of this course seeks to impart an understanding of how legal considerations and implications affect the conduct of business across national boundaries. It gives essential exposure to commercial contracts and international sales as the agreed basis of doing business and the vehicle for business planning and dispute resolution, the applicable law and forum for cross-border disputes and the most expedient and cost effective ways of resolving them. Also included are topical issues in E-commerce such as cyber jurisdiction and cyber contracts, and throughout the sessions, case studies will be extensively used to highlight real world business problems, their resolution and the commercial lessons that may be learnt.
BME 5006 Strategic Marketing and Brand Management
This unique and integrated marketing module which is taught in two different countries at different stages of market development, is designed for experienced, senior executives who not only wish to learn about the latest conceptual frameworks and analytical tools to better understand customers, markets and brands, but who also value experiential learning opportunities from visits and dialogue sessions with senior management from companies with regional and global operations. A good mix of case studies from Asia-Pacific and globally underpins 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. This in turn is predicated on a sound understanding of the basic marketing management process that delivers superior customer value in diverse and changing markets.

BME 5007 Accounting and Management of Financial Resources
This module presents an overview of the principles of both accounting and financial management with a view to providing executives, who may not possess prior accounting or financial training, with an understanding of accounting and financial management concepts. Topics include: the uses and limitations of accounting information for decision making and performance evaluation; knowledge of financial resource management; the role of managers in maximising the financial value of the firm; the standard techniques of financial analysis and control; financial markets and the environment in which businesses operates; valuation and capital budgeting; capital structure and the cost of capital; the choice of sources of financing; and the management of current assets and liabilities of the firm.

BME 5008 Management and Organisation
This module deals with the skills and responsibilities necessary for successful management in 21st century organisations. The primary emphasis is on designing and managing organisations and on senior executive effectiveness. The module addresses how creating a flexible, dynamic structure can aid in achieving organisational and personal advantages through faster decision making, improved interdepartmental and intercompany collaboration, and learning. It focuses on the role of senior managers, the skills needed to be successful leaders and the tools available to them to aid in this effort. Paramount in the list of skills is effective negotiation. This module will be largely experiential, providing participants with the opportunity to develop their skills by engaging in case discussions, negotiations, and integrating their experiences with the principles presented in the assigned readings and course discussions. This course is designed to foster learning through doing, and to explore the student’s own talents, skills, and abilities as a leader and as a negotiator. Some of the topics covered include: boundaryless organisations, information sharing, training, reward systems, distributive negotiations, thinking win-win, principles of influence, persuasion and multi-party negotiations.
BME 5009 Logistics and Operations Management
The primary objectives of the module are to provide an introduction to and an understanding of the substantive knowledge which has developed over the years in the fields of Logistics and Operations Management, and to highlight the current relevance and strategic significance of the logistics and operations function in any given enterprise, especially in the Asian context.

BME 5010 Management of Technology and Innovation
Modules offered under this heading address topics relating to the management of technology in a wide range of contexts, based on a broad conception of technology. While the specific choice of topics may vary from one cohort to the next, typical topics include the management of innovation and new product development; managing technical professionals; corporate technology strategy; management of advanced manufacturing technologies; management of information technologies; managing entrepreneurship and new venture development; management of R&D; economics of technological change; technological assessment and forecasting; international technology transfer; project management and control; government science and technology policy analysis; and management of software projects.

BME 5011 Contemporary Issues in Asian Business
This course will address one or more of a range of important topics and issues in the management of Asian organisations. Services Marketing, creating and marketing value in today’s increasingly service and knowledge-based economy, requires an understanding of intangible assets, and the development and implementation of a coherent service strategy to transform these assets into improved business performance. This module focuses on acquiring, serving and retaining customers – the most important of these intangible assets. Corporate Governance (CG) has been defined as a set of relationships between a company’s management, its board, shareholders, the community at large as well as other stakeholders, providing the structure through which the objectives for the company are set and the means of attaining those objectives and monitoring performance are determined. The objective of this course is to provide a solid understanding of CG from an international perspective – with a focus on Asia – drawing from the insights of academia, regulators and practitioners.

BME 5012 Thinking Creatively and Strategically
Modules offered under this heading address the concerns and developmental needs of senior executives with responsibility for the overall success of their organisations. Typical topics include: thinking creatively and strategically; global strategic management; managing value-creation through strategy; the strategic management of information technology; managing the Government-Government interface; managing external relations; and managing inter-firm relations and strategic alliances.
Admission Requirements & Application Guide

Admission Requirements

- Educational Background
  A good first degree

- Working Experience
  Minimum 10 years of full time work experience after first degree
  Holds senior position or has the potential to assume senior managerial position in the near future

- Admission Interview
  Shortlisted candidates may be invited to attend an interview
  (in person or via telephone for overseas candidates)

- Others
  TOEFL is required if the medium of instruction during undergraduate studies was not in English
  A good GMAT score may be required on a case-by-case basis
  Admission to APEX-E Intake 18 will be subjected to an overall evaluation of the participant’s profile, including a medical examination

Programme Fee

- The Non-Refundable Application Fee is S$200
- The Tuition Fee is S$80,000 which covers instruction, study materials and most meals during the residential segment. The Acceptance Fee upon taking up our offer is S$10,000 which will be credited into your tuition fee should you matriculate with us. The rest of the tuition fees are paid in three instalments of S$30,000 in April 2009, S$20,000 in October 2009 and S$20,000 in April 2010
- Other Expenses which are excluded from the tuition fees would be for flight & accommodation borne by the participant estimated at around S$30,000

How to Apply

- Online Application & Guidelines available at www.apexe.nus.edu
  Supporting documents to be sent in by post or courier or fax
- Paper Application & Guidelines as per attached in this brochure from pages 15 - 18.
  The entire package, including supporting documents, to be sent in by post or courier or fax

Continuous Admissions and Application Deadline

We have a continuous admission process. Applications are reviewed in the order received and admission offers are made on a continuous basis.

Application deadline for receipt of all application materials for the June 2009 Intake
30 April 2009
Application Form

Personal Profile

Name as Per Passport (Underline Family Name, First & Middle Name):
____________________________________________________________________

Citizenship: ___________________________ Singapore PR □ Yes □ No

Identification Number: ________________________________________________

Passport Number: _________________________________________________ Gender: □ Male □ Female

Place of Birth: ___________________________________________ Date of Birth (DD/MM/YY): _____________________

Main Email: ___________________________________________ Alternative Email: _________________________

Mobile: ( ) _______________ Home: ( ) _______________ Office: ( ) _______________

Mailing Address: _______________________________________________________________________________
_____________________________________________________________________________________________

Permanent Address: _____________________________________________________________________________
_____________________________________________________________________________________________

In case of emergency: Next of Kin: __________________________________ Relationship: ________________

Mobile: ( ) ___________________________ Alternative Tel: ( ) __________________________

Academic Qualifications

List the most important educational institutions attended in reverse chronological order:

Start: (MM/YY) ___________ End: (MM/YY) ___________ Name of Institution: _____________________________

City: __________________ Qualification Obtained: ___________________________ Major: __________________

Grade Obtained (GPA): _________ Medium of Instruction: □ English □ Other (please specify): ___________

Start: (MM/YY) ___________ End: (MM/YY) ___________ Name of Institution: _____________________________

City: __________________ Qualification Obtained: ___________________________ Major: __________________

Grade Obtained (GPA): _________ Medium of Instruction: □ English □ Other (please specify): ___________

In your opinion, did your university grades accurately reflect your abilities? If no, please explain
_____________________________________________________________________________________________

List Certificates, Professional Degrees & Memberships that you currently hold
_____________________________________________________________________________________________
### Personal Accolades

List Achievements Attained, whether Academic, Professional or Personal, such as Scholarships, Awards, Publications & Other Honours

_______________________________________________________________________________________________

_______________________________________________________________________________________________

List Extracurricular & Community Activities that you were actively involved in, highlighting those in which you hold positions

_______________________________________________________________________________________________

_______________________________________________________________________________________________

### Employment History

Total Full Time Work Experience (Yrs): ________________ Total Managerial Experience (Yrs): ________________

#### Current Employment:

Start: (MM/YY) ___________ End: (MM/YY) ___________ Name of Company: ______________________________

Industry: ______________________________ Designation: ______________________________

City: ______________________________ Country: ______________________________

Annual Gross Compensation (US$): ________________ Number of Employees in Company: ________________

Number of Direct Reports: ________________ Designation of the Individual to whom you report: ______________________________

Annual Sales Volume (US$): ________________ Asset Value (US$): ________________

Listed Company (If yes, please name Stock Exchange): ______________________________

Job Responsibilities: ______________________________

#### Previous Employment:

Start: (MM/YY) ___________ End: (MM/YY) ___________ Name of Company: ______________________________

Industry: ______________________________ Designation: ______________________________

City: ______________________________ Country: ______________________________

Annual Gross Compensation (US$): ________________ Number of Employees in Company: ________________

Number of Direct Reports: ________________ Designation of the Individual to whom you report: ______________________________

Annual Sales Volume (US$): ________________ Asset Value (US$): ________________

Listed Company (If yes, please name Stock Exchange): ______________________________

Job Responsibilities: ______________________________

#### International Exposure (Residence, Study or On-site Employment) in order of importance:

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<thead>
<tr>
<th>Country</th>
<th>Duration (Months)</th>
<th>Activity</th>
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</tbody>
</table>
Others

Source of Financing for the NUS Executive MBA Programme:  

- [ ] Self Finance  
- [ ] Company Sponsorship ____%

Have you ever been suspended or dismissed from any university?  

- [ ] YES  
- [ ] NO

Have you ever been retrenched or fired from any company?  

- [ ] YES  
- [ ] NO

Do you have any special medical condition that may require specific assistance from the university?  

- [ ] YES  
- [ ] NO

Have you ever been declared a bankrupt or convicted of any crime?  

- [ ] YES  
- [ ] NO

(If yes, please explain on a separate sheet)

Essays

Begin each essay on a separate sheet of paper. Essays must be typed and should be no longer than 500 words each.

- What are your career aspirations & how would you envision you will get there?
- What do you expect to get out of the NUS Executive MBA (APEX) and what do you expect to contribute to class?

Referees

Referee 1:

Name of Referee: ________________________________________________________________

Relationship of the referee to the applicant: __________________ Duration known the applicant for (Yrs): ______

Name of Company: ________________________________________________________________

Designation: ____________________________________________ Email: _________________________________

Mobile: ( ) ____________________________ Alternative Tel: ( ) ____________________________

Referee 2:

Name of Referee: ________________________________________________________________

Relationship of the referee to the applicant: __________________ Duration known the applicant for (Yrs): ______

Name of Company: ________________________________________________________________

Designation: ____________________________________________ Email: _________________________________

Mobile: ( ) ____________________________ Alternative Tel: ( ) ____________________________
I certify that all information in this application is accurate and that I authored the essays myself. I authorise all entities to provide relevant information to the National University of Singapore for use in considering my application and waive any required notice to me. I understand and agree that any misrepresentation or omission of facts from my application may justify denial of admission, its cancellation, or expulsion from the NUS Executive MBA Programme.

Name ___________________________________________ Signature ___________________________________ Date __________________

All information on this application is confidential to the candidate and NUS Business School.

Deadline for Application: 30 April 2009
Referee Report

Softcopy downloads of the referee report can be obtained from www.apexe.nus.edu/referee.pdf. You can also make a photocopy of this page for your referee.

Name of Applicant: ________________________________________________________________

Email: ___________________________________ Mobile Number: ( ) _____________________

Programme: ___________________________ Intake: ___________________________

To be completed by the referee:

1. Relationship of the referee to the applicant: ___________________________________________________________

2. How long have you known the applicant? ___________________________________________________________

The above mentioned applicant is applying for admission to the Asia Pacific Executive Master of Business Administration (APEX-E) programme at the National University of Singapore (NUS) which admits senior executives with a degree and at least 10 years of work experience. The Selection Committee would appreciate receiving your confidential evaluation of the applicant’s managerial potential and preparation for postgraduate study. Note that you may be contacted to provide verification or clarification on your report.

3. How would you rate the applicant among executives at a similar level whom you have known in recent years? Please (✓)

   □ Unable to Judge   □ Poor (Bottom 15%)   □ Average (Middle 40%)
   □ Good (Top 30%)   □ Outstanding (Top 10%)   □ Exceptional (Top 5%)

4. Please indicate with a ✓ your evaluation of this applicant on the following dimensions:

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<tr>
<th></th>
<th>Poor</th>
<th>Average</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
<th>Unable to Observe</th>
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</thead>
<tbody>
<tr>
<td>Intellectual Ability</td>
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<td>Sense of Ethics &amp; Integrity</td>
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<td>Competency &amp; Efficiency</td>
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<td>Energy &amp; Drive</td>
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<td>Leadership Potential</td>
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<td>Ability to work in a Team</td>
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<td>Creativity &amp; Imagination</td>
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<td>Presentability &amp; Communication Skills</td>
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<tr>
<td>Potential for Career Advancement</td>
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</tbody>
</table>

5. In your opinion, what is the candidate's potential career advancement or contributions in his organisation / industry / society in the next five years?

________________________________________________________________________________________

6. From what you understand of the applicant, what are his / her main motivations or interests in life?

________________________________________________________________________________________
7. The Selection Committee would appreciate your candid assessment and comments on the applicant's strengths & weaknesses, ability to complete a serious program of graduate study and potential to become a responsible and successful industry leader (you may attach a separate sheet).

________________________________________________________________________________________________
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8. Please ( ✓ )
☐ I do not recommend ☐ I recommend with reservation ☐ I recommend ☐ I strongly recommend
that the above named be granted admission to the Asia Pacific Executive MBA programme which leads to the degree of Master of Business Administration from the National University of Singapore.

Name of Referee: ____________________________________________

Name of Company: ____________________________________________ Designation: ____________________________

Email: _____________________________________________________ Mobile: (                             ) ____________________________

Alternative Tel: (                             ) ____________________________________________ Kindly attach your business card

To the Referee:

Please do not return this form to the applicant. Kindly attach your business card to the referee report. After enclosing your report, please seal the envelope, sign across the seal and return your report to the office through one of the following ways:

By Post / Courier:
The NUS APEX-E MBA Team
NUS Business School
1 Business Link, Biz 2, Level 5
Singapore 117592

By Email through the official work email address of the referee:
apexe@nus.edu.sg

By Fax:
(65) 6778 2681

The applicant's package will be deemed complete and ready for review only if two referee reports are sent in, complete with an application form and the required set of supporting documents. To help expedite this applicant's package for review, we would appreciate that you complete this report and send it in as soon as possible. Thank you for your attention and time.
Classroom and Beyond

Industry visits & guest speakers pepper the curriculum of our programme, allowing our participants a holistic education - experiencing first hand knowledge and understanding in the emerging global markets. In the 17-month journey, participants will travel to several exciting cities in the Asia-Pacific region, study, read, discuss and complete assignments with the cohort while forging many long lasting friendships. To many, this fulfilling and enriching experience has been transformational to their lives. The NUS APEX MBA programme also advocates an alumni lifelong learning programme, extending an invitation to all alumni to return to their alma mater for refresher courses in the future.