

UCLA – NUS Executive MBA





Two top universities.

Two world-class degrees.

Four countries.

One extraordinary experience.



Professor Christopher Erickson
Academic Director,
UCLA Anderson School of Management



Associate Professor Jochen Wirtz
Academic Director,
National University of Singapore

The UCLA – NUS Executive MBA

This academically rigorous program will provide you with the opportunity to learn from the award-winning faculties of our two premier universities, and you will be immersed in both Asian and North American perspectives during the residential sessions in Singapore, Los Angeles, Shanghai and Bangalore. Upon completion, you will receive two MBA degrees, one from UCLA and one from NUS. Most importantly, you will have the opportunity to develop essential skill sets and leadership capabilities that are directly relevant to the most critical business and organizational issues in our rapidly globalizing world.



UCLAAnderson

School of Management

UCLA Anderson School of Management

Established in 1935, the UCLA Anderson School of Management provides management education to more than 1,400 students enrolled in full-time, part-time and executive MBA and doctoral programs. The UCLA Anderson School is ranked among the top-tier business schools in the world. Award-winning faculty renowned for their research and teaching, rigorous academic programs, successful alumni and world-class facilities combine to provide an extraordinary and practical learning environment.

Located in the heart of Southern California's vibrant economy, UCLA Anderson is at the leading edge of business activity in the world today as measured by such indicators as new business starts, venture capital availability, technological innovation and new product introduction. All are local influences that impact the day-to-day academic and practical experiences of UCLA Anderson's faculty and students.



NUS Business School, National University of Singapore

With a mission to provide a rigorous, relevant and rewarding business education that develops leaders for the global marketplace, the National University of Singapore (NUS) Business School has produced more than 20,000 graduates from its undergraduate and graduate programs. In addition, over 15,000 have participated in its non-degree executive programs.

With a 130-strong faculty representing over 20 nationalities, NUS Business School has gained a world-class reputation for delivering the best of the East and the West in business education and research. Its faculty members hold doctorates from the best universities in the world and publish regularly in leading journals. Over the last four decades, NUS Business School has established strong industry links which provide invaluable inputs and support for its continuing development. Its ties with premier universities in North America, Asia Pacific and Europe have also enhanced the quality of its education and research.



Christopher Earley

Dean, NUS Business School
National University of Singapore

Judy D. Olian

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

UCLA — NUS Executive MBA

MESSAGE FROM THE DEANS

A global MBA program for a profoundly changing global economy

In today's competitive business environment, leaders must possess outstanding management skills and a clear understanding of the ongoing transformation of the global economy.

It therefore gives us great pleasure to present the UCLA — NUS Executive MBA (EMBA) program. In this truly distinctive partnership, students will enter two of the world's leading graduate management education programs presented by two of the world's leading universities - University of California, Los Angeles and National University of Singapore. UCLA Anderson School of Management and NUS Business School will provide a learning culture that values individual vision, intellectual discipline and teamwork - an extraordinary framework to equip senior executives for top positions in corporations.

Together we bring the highest standards of research and teaching to deliver an unparalleled response to the needs of organizations, leaders, managers and entrepreneurs in a profoundly changing global atmosphere. The UCLA — NUS partnership offers an unparalleled platform for learning in a highly interactive and experiential environment made possible by world-class faculty, facilities and participants.

Organizations today operate in an international environment and few can deny that our economy is becoming increasingly globalized. This requires today's high-potential managers to have not only the depth and breadth of knowledge and experience, but also the insight and foresight to move organizations ahead in the international marketplace. Through this program, participants are able to interact with thought leaders from opposite sides of the Pacific Rim, providing exceptional preparation for effective managerial leadership and future career success.

The UCLA — NUS Executive MBA Program capitalizes on the strengths of two Pacific Rim powerhouse business regions - California (USA) and Singapore. Our program unites UCLA Anderson School's location in Los Angeles, the geographic center of the Southern California economy, NUS' dominance in Asia, and the combination of an integrated program design, world-class faculty, accomplished peers, and a supportive learning environment.

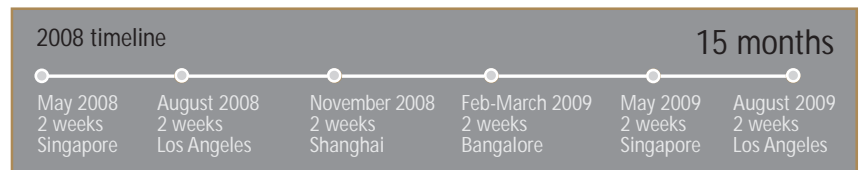
Embark on a challenging and intellectually stimulating voyage with the UCLA — NUS Executive MBA Program now. Together, our two leading business schools produce a remarkable synergy. Two countries. Two top universities. Two degrees. One extraordinary experience.

One-Of-A-Kind Format



Senior executives have commitments across geographies and rarely stay in the same city for long. It is almost impossible to commit to an MBA that requires you to cast anchor in any particular city. The unique format of the UCLA — NUS Executive MBA solves this problem for you.

The program is taught via 6 formal Sessions, each Session being 2 weeks long. One such Session is held every 3 months during the 15 months of the program.

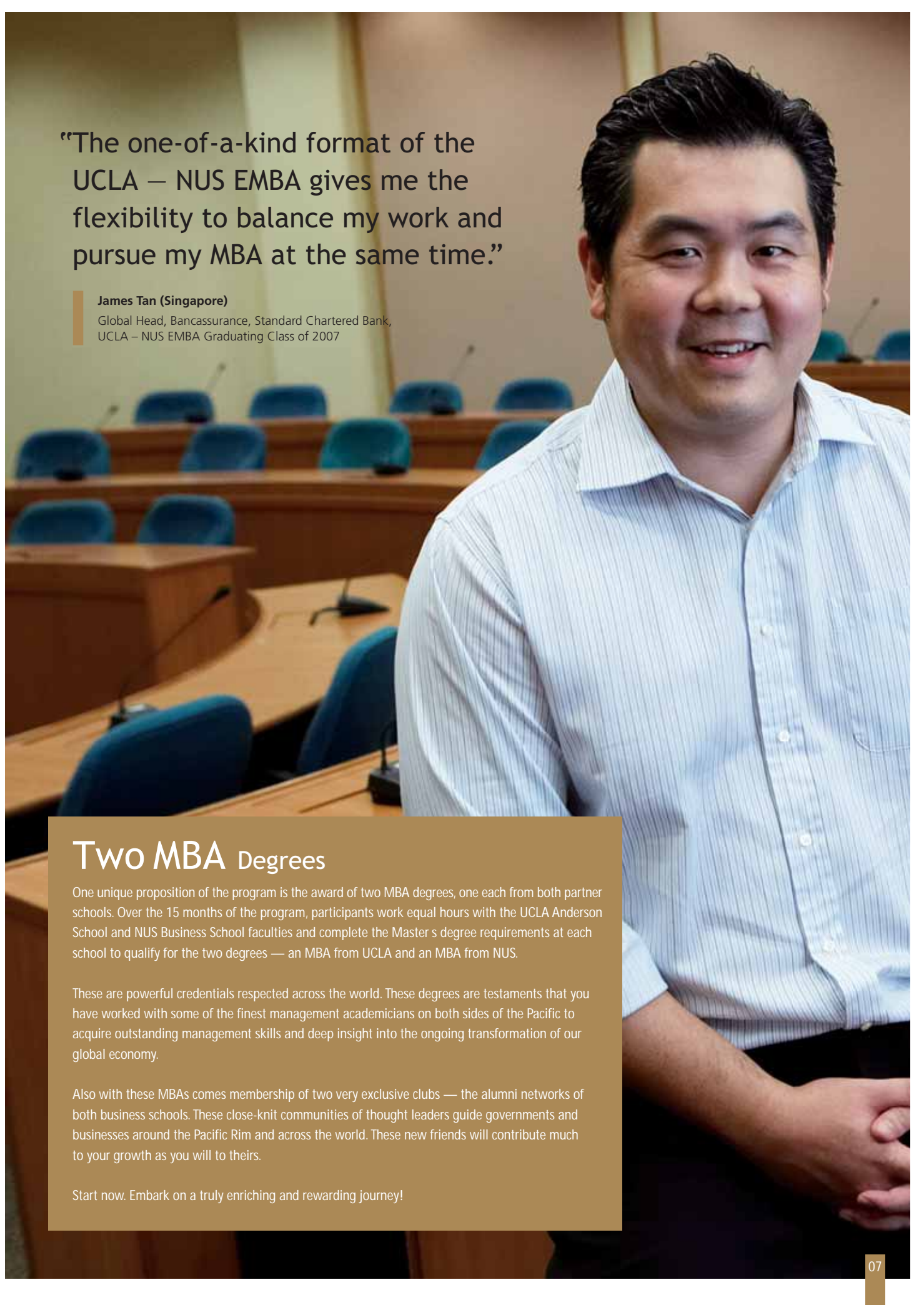


Fly in for the Sessions from anywhere, commit full-time for two weeks and fly back with richer perspectives and a whole lot more to offer at work.

This block format allows focus on both work and learning. You can fully commit to the program during the two-week Sessions when classes meet. And, between any two Sessions, you can return to work full time.

It will not affect your studies should you be relocated or take up a new job in a different place - you can fly in for our Sessions from anywhere in the world. This convenient format allows participants from across the globe to attend our program.

Get started. Don't let the present impinge on your future.

A photograph of James Tan, a man with dark hair, wearing a light blue striped button-down shirt, sitting in a lecture hall. He is smiling slightly and looking towards the camera. The background shows rows of wooden desks and blue chairs in a lecture hall setting.

“The one-of-a-kind format of the UCLA – NUS EMBA gives me the flexibility to balance my work and pursue my MBA at the same time.”

James Tan (Singapore)

Global Head, Bancassurance, Standard Chartered Bank,
UCLA – NUS EMBA Graduating Class of 2007

Two MBA Degrees

One unique proposition of the program is the award of two MBA degrees, one each from both partner schools. Over the 15 months of the program, participants work equal hours with the UCLA Anderson School and NUS Business School faculties and complete the Master's degree requirements at each school to qualify for the two degrees — an MBA from UCLA and an MBA from NUS.

These are powerful credentials respected across the world. These degrees are testaments that you have worked with some of the finest management academicians on both sides of the Pacific to acquire outstanding management skills and deep insight into the ongoing transformation of our global economy.

Also with these MBAs comes membership of two very exclusive clubs — the alumni networks of both business schools. These close-knit communities of thought leaders guide governments and businesses around the Pacific Rim and across the world. These new friends will contribute much to your growth as you will to theirs.

Start now. Embark on a truly enriching and rewarding journey!

Global Learning



A relevant MBA education must blend global faculty, global participants and global locations to offer a truly holistic global education.

Instructors of the MBA faculties at UCLA and NUS represent a wide variety of nationalities and business contexts. We invite you to benefit as our finest academics distill valuable lessons from their world-class research and international consulting assignments to share with you the strategic initiatives of the very best corporations around the world.

Like our faculty, our participants in the program also represent very diverse cultures, countries and industry backgrounds — a conscious effort on our part. The program is a fantastic forum to discuss your pressing business problems. You will find some of the finest global management talent under one roof.

The actual program spans four business epicenters — Los Angeles (USA), Shanghai (China), Singapore and Bangalore (India). With two Sessions each in L.A. and Singapore and one each in Shanghai and Bangalore, participants spend two weeks per session and gain first-hand insight into four different ways of doing business.

Company visits and a 2-part management practicum will help you closely examine leading local companies that are redefining business in these vibrant markets.

Go global. Start here. Start now.

No Compromises

Expect rigor and intensity in the program — we want it to be that way. Especially because the Executive MBA leads to the same highly-ranked MBA degrees awarded in our full-time MBA programs.

The program draws the best instructors from the faculties of the full-time MBA programs at both schools. Bounce your immediate business problems off these finest of management academics — benefit from their insight, foresight and wisdom.

For our incoming class, we stress relevant managerial experience as one of the prerequisites for admission. Enrolled participants bring with them strong business acumen and a wealth of experience.

Immerse yourself. Prepare to be transformed.



“The program is unique with its in-depth focus on both Asian and North American business. The case studies, readings and assignments, though intensive, helped me solve pressing business issues immediately.”

Marc Andreas Haugen (USA)

Vice President, Business Operations, Lam Research
UCLA – NUS EMBA Graduating Class of 2007

Curriculum



The UCLA — NUS Executive MBA consists of 16 modules and a management practicum conducted over six 2-week residential sessions. The modules stated are subject to periodic curriculum review by UCLA and NUS and are subject to change.

Leadership & Managerial Skills

Combines comparative (East-West) sociological and psychological perspectives on management to provide for an understanding of the imperatives of managing complex organizations, as well as enhancing leadership and managerial skills.

Asian Business Environment

Provides a foundation for the understanding of the economic and political environment of business in Asia.

Economic Analysis for Managers

This course develops principles of microeconomics to enable managers to manage more effectively in relation to customers, suppliers, competitors, employees, and the regulatory environment. You will learn when and how to apply quantitative and qualitative tools in situations of scarce resources, competition, and imperfect markets.

Financial Accounting

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

Data Analysis & Management Decisions

Survey of statistical model building with emphasis on managerial interpretation of statistical summary of data. Classical statistics covered through multiple regression to support courses in finance and marketing that follow.

Marketing Strategy & Policy

Covers strategic marketing decisions, including development of marketing objectives and strategies and implementation of these strategies through pricing, channel, promotion and new product decisions.

Logistics and Operations Management

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

Corporate Governance, Business Law & Ethics

Discusses the importance of corporate governance and the mechanisms that help control managerial behavior. The law and ethics section will enable students to think critically about contemporary ethical issues and dilemmas faced by businesses and their stakeholders.



Corporate Finance

Covers some of the most important topics in managerial finance. Emphasis is placed on the optimal allocation of resources for both individuals and corporations.

Negotiations Behavior

Presents 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).

Corporate Entrepreneurship

Covers the activities involved in creating and exploiting new, innovative resource combinations in the context of existing corporations. The course focuses primarily on managerial efforts aimed at the identification, development and exploitation of technical and organizational innovations, the management of new product or process developments, and on effective new venture management.

International Management Strategies

Studies economic and business decisions in an international context, with emphasis on formulation and implementation of management strategies in multinational enterprises. Application of concepts of international economic analysis and exploration of international corporate strategies.

Contemporary Issues in Business (Services Marketing & Customer Asset Management)

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

Competitive Strategy & Business Policy

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

Management of Technology & Innovation

Discusses the problems of managing technological innovation in Asia and the US. Topics include incorporation of technological consideration into strategy, adoption of technological innovation, promoting innovation through organizational design and leadership, E-business and M-business.

Strategic Leadership & Strategy Implementation

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

Management Practicum

Designed to allow students to employ and enhance concepts learned in the classroom, the management practicum deals with global strategic issues. Students working in groups are to bring analytical thinking to problems of strategic importance for real-world businesses and organizations. Instead of reporting data on an existing situation, student teams actively challenge the company's strategic framework in its changing industries and persuasively recommend implementable action plans. Both an Anderson faculty member and an NUS faculty member will supervise the project to ensure that the students' work meets the academic requirements of the program.

Introduction to Faculty

The Executive MBA faculty comprises leading scholars from UCLA and NUS representing every area of business and management. They have been chosen for their expertise and for their perspective that working with Executive MBA students is a special privilege, and they bring to the classroom both academic expertise and real-world experience. Our faculty works as a team; their familiarity with the work and teaching of their colleagues ensures that the curriculum is well integrated across classes. Our faculty also engages in original research and many serve as consultants to businesses and governments worldwide.

Professor Sushil BIKHCHANDANI

PhD, Stanford University
Policy; Decisions, Operations and
Technology Management, UCLA

Assoc Prof Audrey CHIA

PhD, University of Texas at Austin
Management & Organization, NUS

Adjunct Prof Rachel DAVIS

PhD, University of Illinois
Business Policy, NUS

Professor Christopher L. ERICKSON

PhD, MIT
Senior Associate Dean
Human Resources and Organizational
Behavior, UCLA

Adjunct Prof Robert F. FOSTER

MBA, UCLA
Decisions, Operations and Technology
Management, UCLA

Assoc Prof Carla HAYN

PhD, University of Michigan
Senior Associate Dean
Accounting, UCLA

Assoc Prof HO Yew Kee

PhD, Carnegie Mellon University
CPA
Finance and Accounting, NUS

Professor Sanford M. JACOBY

PhD, UC Berkeley
Howard Noble Chair in Management;
Human Resources and Organizational
Behavior, UCLA

Professor Uday S. KARMARKAR

PhD, MIT
Los Angeles Times Chair in Management
and Policy; Decisions, Operations and
Technology Management, UCLA

Assistant Prof LAN Luh Luh

PhD, NUS
LLM, Commercial Law
University of Cambridge
Business Policy, NUS

Professor John W. MAMER

PhD, UC Berkeley
Policy; Decisions, Operations and
Technology Management, UCLA

Assoc Prof Daniel McALLISTER

PhD, UC Irvine
Management and Organization, NUS



Professor John W. Mamer

Decisions, Operations and Technology Management,
University of California Los Angeles



Associate Professor Daniel McAllister

Management and Organization,
National University of Singapore

Assoc Prof Nitin PANGARKAR

PhD, University of Michigan
Business Policy, NUS

Professor Ivan PNG

PhD, Stanford University
Business Policy, NUS

Assoc Prof Kumar RAJARAM

PhD, University of Pennsylvania
Decisions, Operations and Technology
Management, UCLA

Professor Rakesh K. SARIN

PhD, UCLA
Paine Chair in Management; Decisions,
Operations and Technology Management,
UCLA

Professor Hans SCHOLLHAMMER

DBA, Indiana University
Global Economics and Management,
UCLA

Professor Kulwant SINGH

PhD, University of Michigan
Business Policy, NUS

Assoc Prof Sanjay SOOD

PhD, Stanford University
Marketing, UCLA

Professor Christopher S. TANG

PhD, Yale University
Edward W. Carter Chair in Business
Administration; Decisions, Operations
and Technology Management, UCLA

Professor Walter N. TOROUS

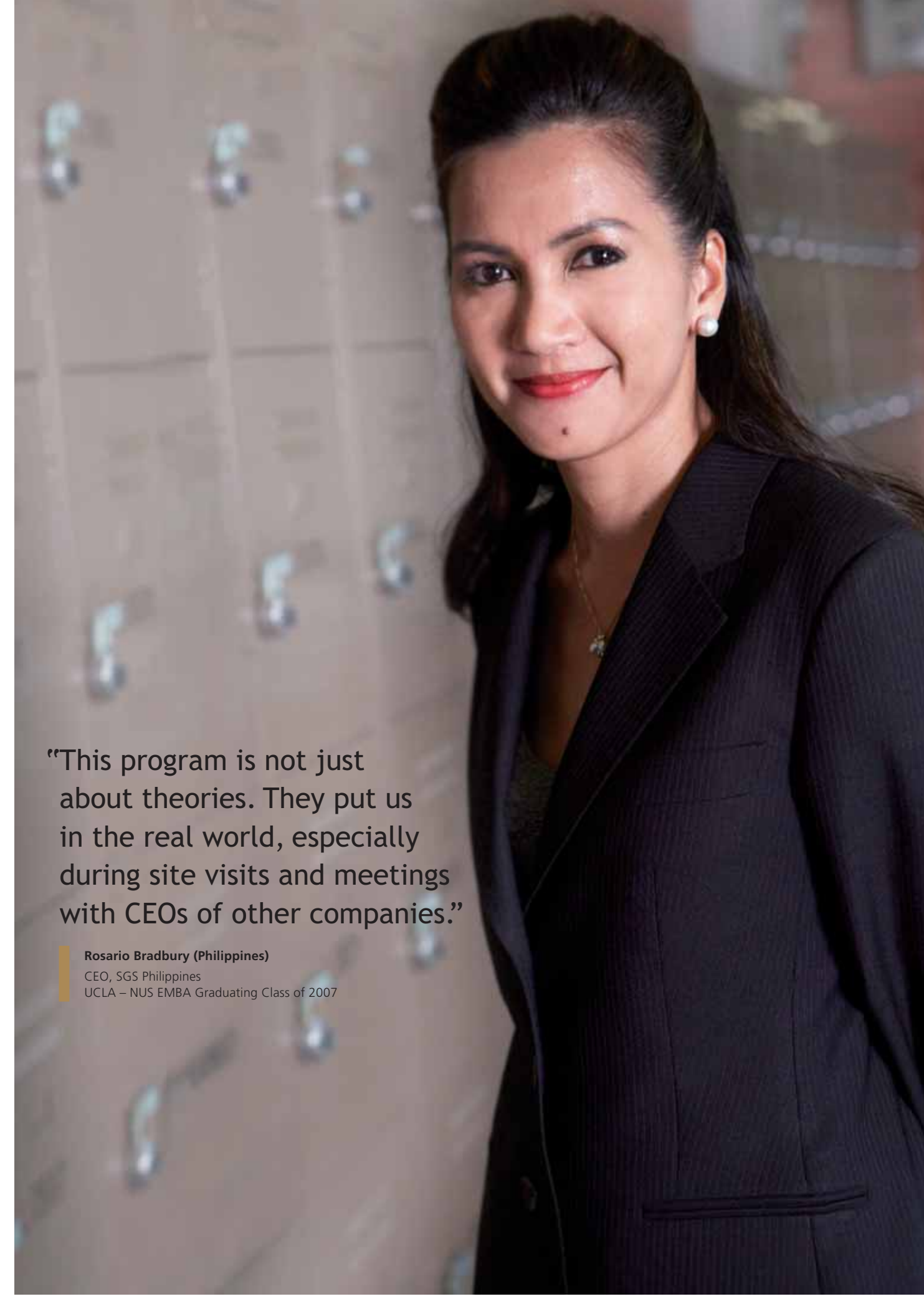
PhD, University of Pennsylvania
Lee and Seymour Graff Endowed
Professorship; Finance, UCLA

Assoc Prof Jochen WIRTZ

PhD, London Business School
Marketing, NUS

Assoc Prof Shi ZHANG

PhD, Columbia University
Marketing, UCLA

A professional portrait of Rosario Bradbury, a woman with dark hair pulled back, wearing a dark pinstriped blazer over a dark top. She is smiling slightly and looking towards the camera. The background is a light-colored wall with a grid pattern of small, circular metallic studs.

“This program is not just about theories. They put us in the real world, especially during site visits and meetings with CEOs of other companies.”

Rosario Bradbury (Philippines)

CEO, SGS Philippines

UCLA – NUS EMBA Graduating Class of 2007

Application and Admission

Admission Requirements Each student is expected to satisfy the admission requirements of both the UCLA Anderson School of Management and NUS Business School.

The requirements for admission are:

- ¥ A bachelor's or equivalent degree from a regionally accredited institution, and a scholastic average of B or better in the last two years of undergraduate coursework and in any post-baccalaureate study. Applicants are expected to hold a degree representing completion of at least four years of study with above average scholarship from a university or university level institution
- ¥ Ten years of full-time work experience after bachelor's degree
- ¥ Corporate sponsorship is encouraged
- ¥ Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) will be required if the applicant's first language is not English. Applicants who hold a bachelor's or higher degree from a university located in a country in which English is both the spoken language and the medium of instruction, or who have completed at least two years of full-time study at such an institution, are exempted from this requirement.
- ¥ The Graduate Management Admission Test (GMAT) is not required for admission, but is highly recommended for those candidates whose prior academic work does not show distinction or clear evidence of strong quantitative skills.

Tuition Fee The tuition fee is US\$74,800*. Fee includes cost of recommended texts and readings and most meals for residential Sessions. Housing, travel and other miscellaneous expenses are not covered by this fee.

* Plus Goods and Services Tax (GST) where applicable.

How to Apply To apply, please visit: www.ucla.nus.edu for application forms and guidelines.

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 is December 31, 2007.

Complete Application and Interview

A fully complete application includes the following parts (detailed information on all these materials and other application instructions are included in the application form):

- ¥ Application Form
- ¥ Non-refundable Application Fee of US\$200
- ¥ Three Essays
- ¥ Official College and University Transcripts and other academic records
- ¥ Three Letters of Evaluation
- ¥ Graduate Management Admission Test (GMAT) score report (optional)
- ¥ Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) score report (where applicable)

Upon receipt of your complete application, we will contact you to set up a personal interview providing you the opportunity to personalize your application.

When should you start the application process?

We strongly recommend you start the application process as early as possible. We require that certain documents like your official University Records, Confidential Evaluation Forms and Standardized Test Reports (where applicable) be sent directly by third parties like the Registrar at your previous university. All these details are included in the application form.

The time taken by these third parties to send your documents may exceed your initial estimate and delay your application. We strongly recommend you initiate the process as early as possible to allow for any unexpected delays beyond your control. Our experience suggests some third parties take up to two months after applicants' initial request to send the necessary documents.

Please plan accordingly.

Mail application to:

UCLA — NUS Executive MBA Program Office
NUS Business School
National University of Singapore
1 Business Link, BIZ 2 Building Level 5 Singapore 117592



2007 Information Sessions

Meet our Academic Directors at an information session held near you.

ASIA

| Country | City | Date |
|-------------|--------------|--------------|
| China | Beijing | November 14 |
| China | Shanghai | November 17 |
| Hong Kong | Hong Kong | November 13 |
| India | Bangalore | December 12 |
| India | Delhi | December 10 |
| India | Mumbai | November 3 |
| Indonesia | Jakarta | November 19 |
| Japan | Tokyo | September 18 |
| Korea | Seoul | September 8 |
| Malaysia | Kuala Lumpur | December 6 |
| Philippines | Manila | October 20 |
| Singapore | Singapore | September 20 |
| Singapore | Singapore | October 18 |
| Singapore | Singapore | December 17 |
| Taiwan | Taipei | November 13 |
| Thailand | Bangkok | October 19 |

USA / CANADA

| | | |
|--------|-------------|-------------|
| Canada | Toronto | December 10 |
| Canada | Vancouver | November 6 |
| USA | Los Angeles | October 23 |
| USA | Los Angeles | December 3 |
| USA | New York | December 6 |
| USA | San Jose | November 5 |

AUSTRALIA

| | | |
|-----------|--------|-------------|
| Australia | Sydney | November 15 |
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MIDDLE EAST

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| UAE | Dubai | December 13 |
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EUROPE

| | | |
|-------------|-----------|--------------|
| Netherlands | Amsterdam | December 17 |
| Sweden | Stockholm | December 13 |
| UK | London | September 29 |

For questions and enquiries, please contact:
Program Manager, UCLA — NUS EMBA
Phone: (+65) 6516 1351 Fax: (+65) 6775 9097 Email: ucla@nus.edu.sg

Application forms and guidelines at www.ucla.nus.edu

Deadline for receipt of all application materials: December 31, 2007

