In this Asian Century, NUS Business School positions itself as a leading force shaping the region’s development. Through constant innovation in education and industry-relevant research, our faculty and staff are shaping business trends, guiding policy, grooming future leaders and giving back to society.

In this report I want to take stock of the School’s achievements and contributions over the past year, and show some of the many ways we are leading from Asia.

In our undergraduate, postgraduate and executive education programmes, we are driving forward initiatives to develop learning inside and outside of the classroom; building future-ready leaders armed with the skills for a world of constant change. We continue to partner with leading firms and other universities to offer our students the broadest range of experiential learning opportunities.

In research our faculty work closely with government, industry, multilateral organisations and NGOs, shaping policy and publishing ground-breaking research that makes headlines around the world.

At the same time our School plays an active role in our community, raising funds for those less fortunate and giving back to society.

None of this would have been possible without the unfailing support of faculty, students, staff, alumni, benefactors, partners and friends.
NUS Business School has a research culture dedicated to improving business and society by delivering both academic rigour and industry relevance. As an academic institution, we are ideally positioned to build a brain trust of knowledge that contributes to academia, while influencing leadership and shaping policy.

The School’s research is quality-driven with bodies of thematic research that advance education and contribute to industry. By asking new research questions, taking new directions and innovative approaches, we are recognised globally as a school whose research is rigorous, relevant and valuable.

Our research supports the School’s “Leading from Asia” call. With Asia becoming increasingly important commercially and politically, our research has a definitive Asian orientation, focusing on the use of Asian data to explain regional phenomena and concepts. While much influential business research and many leading theories have traditionally emanated from the West; as Asia becomes a global powerhouse, NUS Business School is leading the way in impactful Asian-based research.

We are proud to be a pioneer in this important and growing stream of research. The headway we are making is gaining the attention of policymakers, educational institutions, media and society, in Singapore and beyond.

Nine of Singapore Business Review’s “18 influential professors aged 40 and under” are from NUS Business School. These young teachers are rising stars, both in the classroom and in cutting-edge research.

Professor Michael Frese, Provost’s Chair and Head of Management and Organisation, receiving the Distinguished Career Contributions Award by the Leipzig Congress of the German Psychological Society. The honour recognises his continuous and significant contributions over a lifelong career in psychology.
Shaping Economy and Policy

The School’s research and faculty expertise catalyses new areas for economic and policy development.

Our research centres have established collaborations with policymakers to conduct scientific evaluation of various policies to examine their effectiveness, as well as guide future policy making.

Our faculty are involved as experts, working closely with multilateral organisations to effect change in areas such women’s rights, public health and social entrepreneurship.

We also provide platforms for globally prominent academics, practitioners and policymakers to exchange deep insights on pertinent Asian issues within the global context.

Deputy Prime Minister Tharman Shanmugaratnam was a panellist and guest of honour at the annual Asian Monetary Policy Forum. The forum is a platform for world class academics, practitioners and policy makers to discuss key policy issues in the Asian context.

Organised by CAMRI, the annual Wee Cho Yaw Finance and Banking forum, held in Singapore, discussed financing infrastructure and the future of free trade in Asia in a challenging global geopolitical climate.

The Asian Bureau of Finance and Economic Research (ABFER), an independent School-supported initiative, held its annual conference in May including industry roundtables, academic panels and talks by expert speakers on topics ranging from banking and finance to economic transformation in Asia.

Singapore Minister for the Environment and Water Resources Masagos Zulkifli was guest of honour at the “Conference on Corporate Governance and Responsibility: Theory Meets Practice”. The event brought together representatives from the private sector, academia and government to shape sustainable development in the region.

Top executives from India’s TATA Group visited NUS Business School to take part in a bespoke intensive programme on cross-cultural leadership and integration. The visit was TATA’s first such learning mission outside of India and is part of the group’s business excellence drive.

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Contributing Back to Business and Society

Together with the School, our Alumni community in China organised a forum to debate the role of innovation-driven development in China’s industrial transformation.

At a by-invitation seminar, Mr Peter Brabeck-Letmathe, Chairman of Nestlé, shared his insights on how the firm’s guiding principle of “Creating Shared Value” for both local stakeholders and shareholders can lead to long-term business success.

In its second year running, the Asia Leaders in Financial Institutions (ALFI) programme continues to develop and connect extraordinary leaders in the field of finance.

Created by a committed group of trailblazers in academia and finance, this programme deepens the understanding of the financial and business landscape in Asia, as well as the global environment.

ALFI offers an extraordinary learning and networking opportunity with distinguished professors and guest speakers such as C-suite executives and former central bank governors.

Format:
16 days delivered in five segments over 9 months in Singapore, Beijing, Mumbai and New York.

Key topics:
• Macro leadership
• Global Asia markets
• Executive leadership training
• Corporate governance, risk management and compliance
• Technology in financial services

To learn more, call 6516 7872 or visit execed.nus.edu/alfi
Our vibrant ecosystem brings together faculty and practitioners to collaborate on sharing knowledge, best practices, driving research and designing programmes that put us at the cutting edge of business education.

Through these strategic partnerships we work closely with diverse industries, governments, policymakers and regulators to facilitate exchanges of research ideas, leadership learning and develop collaborative activities that build a rich and rewarding learning environment.

Such partnerships are a crucial lynchpin of the School’s work, enabling us to offer students deeper understanding and insight into current business challenges and trends. These connections enable our faculty to better understand the needs of business, giving them access to frontline knowledge and data that enable them to apply their research to answer critical business problems.

This growing network also enables the School to serve as a platform for visiting academics, industry leaders and policymakers to present and discuss their ideas in forums, seminars and roundtable events. Dialogues like these are a vital part of our engagement with the business community, helping our faculty and students to stay ahead of the game.

Professors Michael Frese and Sarah Cheah joined alumni Robert Yap, Executive Chairman, YCH Group and Grace Ciao, a creative entrepreneur, at the Think Business/TODAY Forum to discuss how leaders can lead innovation from within.

NUS Business School and Mapletree Investments shared insights on innovation, big data and the future of China at the launch of the Global Innovation Forum in Foshan, China.

Dr Liu Thai Ker, Chairman of the Centre for Liveable Cities Singapore, shared his views on the challenges China faces in its transformation to become a sustainable economy at the China Business Centre flagship forum. The event held in Beijing was jointly organised with China’s Ministry of Environmental Protection.

CAMRI’s 4th Influential Women in Banking and Investments Forum discussed how gender diversity positively affects firm performance.

Tian Tao, Advisor to Huawei’s International Advisory Council, sharing his observations on emerging markets with aspiring young entrepreneurs at a dialogue about “Huawei’s Past and Future”.

RISE TO THE CFO CHALLENGE

Developed by two of the world’s foremost business schools, the NUS–Chicago Booth Emerging CFOs for Asia Programme helps senior finance leaders expand their leadership skills and acquire the knowledge and tools needed to become successful CFOs. Drawing upon NUS and Chicago Booth’s global and Asian expertise in finance and economics, the programme explores critical topics such as financial leadership, strategic risk management, capital fundraising and strategic communications, providing you with insights on Asia’s unique challenges and opportunities.

PROGRAMME FEATURES:

• Distinguished faculty from NUS and the University of Chicago, including a former Governor of the US Federal Reserve
• Leadership keynotes from top management of renowned MNCs
• Insightful discussions on how to manage risk, raise debt/equity capital, establish effective corporate governance, and more

WHO SHOULD ATTEND?

CFOs, deputy CFOs, treasurers, senior VPs and finance directors.

To learn more, call 6516 7872 or visit exceed.nus.edu/cfo2017

EMERGING CFOS FOR ASIA PROGRAMME

30 OCT – 03 NOV 2017
International Collaboration

As part of our mission of leading from Asia, NUS Business School has placed itself at the heart of an ever-growing network of partnerships with businesses and institutions in the Asia-Pacific region and around the world.

Cultivating these strategic relationships is a key part of maintaining the School’s relevance and an essential differentiator in our educational offering. From a knowledge generation perspective, this network also enhances our research initiatives and serves as platform for the exchange and discussion of best practices at a global level.

Our network of partners cover collaborations in the following areas:

<table>
<thead>
<tr>
<th>Innovative Curriculum Development</th>
<th>Structured Internship Programmes</th>
<th>Field Service Projects (BBA)</th>
<th>Management Practicums (MBA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thought Leadership Exchanges</td>
<td>Student Exchange and Internships</td>
<td>Public Lectures</td>
<td>Faculty Research and Immersion</td>
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</table>

These areas are critical to creating a learning community that develops future-ready graduates and delivers cutting edge business knowledge relevant to the needs of global business.

In cooperation with the Stockholm School of Economics, the School launched the K-A Bonnier International Fellows Programme, which provides opportunities for students with a passion for entrepreneurship to earn two Master’s degrees from schools on two continents.

NUS Business School and School of Computing signed a Memorandum of Understanding (MOU) with China Fortune Land Development (CFLD) to be its first international education partner. The MOU will drive innovation and leverage business analytics research to address smart city industry challenges.

In its fourth year, the Citi/NUS Transaction Banking module is the first course of its kind to groom undergraduate students for a career path in transaction banking. The programme has translated into actual jobs with Citi for our graduates.

Dean Bernard Yeung joined 29 other deans and directors at the 11th Global Network for Advanced Management meeting, where he shared his perspective on entrepreneurship and innovation as driving forces in building future-ready business graduates.
Commitment to Innovation

As educators it is our responsibility to provide our students with a rigorous learning experience that prepares them for careers beyond graduation. At NUS Business School we ensure our students are grounded with the essential knowledge and skills while providing business-relevant opportunities that develop their confidence to operate and succeed in a constantly changing business environment.

Doing this demands that we continuously innovate to keep pace with market trends, enhancing our undergraduate and postgraduate curricula to nurture deep thinkers who dare to challenge the status quo. Coupled with engaging and immersive methods of teaching, we must be constantly agile and evolve to meet greater ambiguity in jobs, careers, knowledge and industry.

With sharp and analytical minds, we develop our students to become visionaries capable of seizing and driving opportunities within the dynamic and disruptive economic landscapes. These efforts are enriched by two important traits inculcated throughout all Business School activities – showing care and purpose in all of our actions. With a global outlook and cross-cultural awareness, we are confident our students will lead purposeful lives.

Building AGILE leaders
Rapidly evolving work environments and the needs of a fast-changing, tech-driven economy are pushing businesses to seek new competencies from recruits. At the same time, a growing number of business students are moving away from the traditional focus on multinational corporations, aspiring instead to launch their own startups or join SMEs.

Recognising the need to empower these students, the School has launched an enhanced BBA programme for the 2017 intake based on the concept of AGILE. With greater emphasis on use of ICT, data analytics and other emerging technologies, the new curriculum focuses on equipping students with the key skills and competencies ready for the challenges of the future economy.

AGILE
Academic Global & experiential Industry-relevant Leadership Entrepreneurial

LEADERSHIP DEVELOPMENT PROGRAMMES
ENTREPRENEURIAL EXPOSURE

COMPULSORY OVERSEAS EXPERIENCE
MANDATORY CAREER PREPARATION

The NUS MBA: Sharpening the creative edge
The new Innovation & Entrepreneurship specialisation, launched in 2017, offers an exciting range of electives for MBA students keen to pursue a career in startups or planning to kickstart their own business venture. This builds on the School's reputation as a hotbed for nurturing entrepreneurs, and taps into the knowledge and network of our own MBA alumni, many of whom have launched successful ventures of their own since graduating.

These electives and other landmark initiatives give students the opportunity to apply concepts and theories learned in the classroom to real life business situations and strategy formulation, preparing them to turn their own entrepreneurial visions into business reality.

Innovation & Entrepreneurship electives:

The Centre for Asset Management Research and Investments (CAMRI) trading lab trains students in portfolio management using industry-leading systems.

Singapore Minister for Higher Education and Skills, Ong Ye Kung, met with students for an informal discussion to hear their views on the challenges in the current and future economic landscape.

Associate Professor Lee Hon Sing uses his own studio to produce teaching content using the "flipped classroom" model. Our faculty are making use of digital technology in a variety of ways to ensure teaching remains engaging and immersive for students.

First year undergraduate Marketing students visited Google's Singapore Headquarters to learn about its innovative thinking and culture.
US Business School plays a central role in developing the entrepreneurs and business leaders that will shape the future economy.

Amid a volatile and competitive business landscape, enhanced experiential learning and career development is the cornerstone of our students’ development during their time with us. Because of this our relationships and alliances with industry partners, in Singapore and globally, are critical to providing our students with the hands-on experience that forms the core of our leading-edge business curriculum.

We are honoured and grateful that these leading firms recognise our students’ strengths and potential as future leaders. Working with industry partners, gives our students the chance to apply the analytical and practical insights they gain from the classroom to understanding the challenges and opportunities of the future economy.

Maintaining a strong and competitive business sector also means creating good jobs and raising the incomes of all Singaporeans. As such, investing in our students through action-learning projects and programmes like the NUS Overseas Colleges, student exchange, field service projects and case competitions, helps them gain new skills, develop their talents and spread their wings beyond the classroom. This edge is what truly sets our graduates apart.

Our undergraduates defeated 23 university teams from 19 countries to clinch the top prize at the HSBC/HKU Asia-Pacific Business Case Competition.

MBA Management Practicum students travelled to PayPal’s San Jose headquarters to work with the company on strategies to boost its end-to-end experience for Asian customers.

NUS EMBA English students visited the headquarters of Indian budget airline IndiGo to get insights about how the company is delivering its signature services in a challenging business landscape.
The NUS MBA Global Immersion Programme is a student-led initiative involving study visits to firms around the world to learn best practices and gain frontline insights from private and public sector organisations. Students pictured here visited IBM's Sydney office.

In collaboration with Japan Airlines (JAL), MBA Management Practicum students worked with the airline's regional marketing team to develop strategies for exceptional in-flight customer experience.

The Asian Development Bank (ADB) hosted a group of 18 MBA students at its headquarters in Manila as part of their Global Immersion Programme. The students learnt how the ADB helps member countries to reduce poverty and improve the quality of life of their people.

Students from the Bizad Leadership Development Programme (BLDP) got a lesson in leadership from Morgan Stanley's Chairman and ASEAN CEO, Ronald Ong (BBA, class of 1980).

Innovative group exercises in the EMBA programme help teach participants to navigate mutually acceptable agreements between different groups and achieve optimum business outcomes.

The inaugural “Crossing the Chasm Challenge”, a joint project between ACSEP and the Tanoto Foundation, offers students the opportunity to work with industry mentors and social enterprises to develop innovative solutions for the social sector.

The annual Gobi Desert Challenge has become a highlight of the Executive MBA Chinese programme. The three-day trek promotes self-management, teamwork and discipline in overcoming challenges. In this photo Professor Tan Eng Chye, NUS Deputy President (Academic Affairs) and Provost, crosses the line with NUS student trekkers.
Our ever-growing network of alumni personify the School's strong sense of community, pursuit of excellence, commitment to innovation, leadership and care. Across almost every aspect of industry they have shown exceptional achievement, and each year we are proud to see new members join their ranks.

Our alumni have shown themselves to be leaders, innovators and game changers who make things happen while embodying the integrity and care that demonstrate the best of NUS Business School's values. They are entrepreneurs who have started and grown their own businesses to global fame, and they are leaders who have led transformative change at established multinationals. All play a vital role in shaping the global economy.

They are also ambassadors for our School and exemplary role models for our students as they continue to share knowledge and experience to mentor new generations of business leaders.

Cashshield founders Lee Junxian (BBA, class of 2008 and S3 Asia MBA, class of 2014) and Justin Lie Wee Chian (BBA, class of 2010) have received awards and accolades for their innovative fraud risk management system designed to optimise online sales.

Creative entrepreneur Grace Ciao (BBA, class of 2015) has built a growing client base in the fashion industry with her illustrations. She has more than 68,000 Instagram followers and works with brands such as Chanel, Christian Dior and Saks Fifth Avenue.

Adjunct Professor Chen Chunhua (Asia-Pacific Executive MBA Chinese, class of 2000), pictured right, led a group of 55 Executive MBA (Chinese) alumni to set up “Dreamspresso”, a chain of cafes in China that double up as incubators for entrepreneurs. There are currently cafes in Hangzhou and Nanjing, with plans to open more this year.

Entrepreneurs Marcus Tan (BBA, class of 2011) and Quek Siu Rui (BBA, class of 2012) received the Young Alumni Award at the Eminent Business Alumni Awards 2016. They are co-founders of Carousell, one of the world's largest mobile classified apps with over 41 million listings.

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Maimoonah Hussain
BBA Accountancy, class of 1980
Group Managing Director of Affin Hwang Capital
A leading figure in the financial business community. Previously held senior positions at Standard Chartered Bank and Morgan Grenfell.
Winner of Outstanding Chief / Senior Executive (Overseas) at Singapore Business Awards 2015, recognising her role growing a niche investment bank into a major player in the Malaysian financial industry.

Lam Kwowng Yu
NUS Asia-Pacific Executive MBA Chinese, class of 2003
CEO and founder of Starlite Holdings Limited
A pioneer and leading innovator in industrial printing. Active in community work in Hong Kong and China and recipient of several awards for business leadership and entrepreneurship. He is also a member of the National Committee of the Chinese People’s Political Consultative Conference, and a member of Selection Committee for the Government of HKSAR.

Argus Ang
BBA Hons, class of 1998
CEO, RVi
A pioneer in bringing Singapore’s world class education to Myanmar.

Darren Thomas
NUS MBA, class of 2007
CEO, Double Helix Tracking
A trailblazer in systems using genetic and chemical testing to detect illegal timber in global supply chains.

Ricardo Viteri
NUS-Yale MBA, class of 2014
Board Director at Public Banking Institute of Ecuador
A political and business advisor to the Government of Ecuador.

Jocelyn Chng
NUS Asia-Pacific Executive MBA class of 2012
MD Sin Hua Dee Food Stuff Industries; CEO and founder JR Group Holdings
Highly awarded entrepreneur in the food and beverage industry, developing a range of successful eateries, dining brands and vending machine outlets.

David Pong
BBA, class of 2014
CEO and cofounder of WaterROAM
Founded a social enterprise that develops simple, portable, durable and affordable water filtration for poor rural communities.

Clement Wong
BBA, class of 2013
CEO and founder BeMyGuest
Launched an innovative travel tech start-up offering unique tours and travel experiences across the Asian region.

Susan Chong
NUS Asia-Pacific Executive MBA, class of 2012
CEO and founder Greenpac
Leads a multimillion dollar company specialising in design and distribution of innovative, eco-friendly packaging.
In its seventh year, the annual Bizad Charity Run is an alumni and student-run event that raises funds for financially challenged undergraduates and a charity of the School's choice. To date, more than S$800,000 has been raised by this event.

Recognising the importance of giving back to the community, intake 24 of our NUS Executive MBA (Chinese) students raised S$233,806 for the Sian Chay Medical Institution, which provides free treatment and medicines for the underprivileged.

NUS Business School Scholarships and Bursaries ensure education is available to deserving recipients from all backgrounds. In this photo, student recipient Nahidha Shaikh had the opportunity to meet her benefactor Dr Pandji Wisaksana to thank him in person.

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For more than 50 years, NUS Business School has been at the heart of Singapore’s business community. With this in mind, we place a high value on giving back to society through charitable events, fund raisers and community outreach drives.

In our teaching programmes we emphasise the spirit of giving to develop leaders with a caring heart who use their skills to enrich society and extend a helping hand to those less privileged.

The School community is active in scores of social projects, raising funds through events such as Rag & Flag and the annual Bizad Charity Run. These and other programmes form a core part of the learning process, building students’ creative leadership and other skills, and making a difference to many lives.

At NUS Business School we believe that the best education should be open to all, regardless of social background. Through the generosity of donors and benefactors, many of them alumni themselves, we are able to offer a wide range of scholarships and bursaries. This not only supports less fortunate students in their studies, but demonstrates the spirit of giving and how it can be paid forward to future generations.
By the Numbers

1. THE NUS EXECUTIVE MBA
   QS GLOBAL 100 EMBA RANKINGS
   BY REGION 2017

2. THE UCL - NUS EXECUTIVE MBA QS GLOBAL JOINT
   EMBA RANKINGS 2017

26. THE NUS MBA
    FINANCIAL TIMES GLOBAL MBA
    RANKINGS 2017

6. THE UCLA - NUS EMBA
   FINANCIAL TIMES
   EMBA RANKINGS 2016

14. THE NUS EXECUTIVE EDUCATION
    CUSTOM PROGRAMMES 2016 FINANCIAL
    TIMES EXECUTIVE EDUCATION RANKING

12. IN THE WORLD
    FOR BUSINESS & MANAGEMENT STUDIES
    QS WORLD UNIVERSITY RANKINGS 2016

14. IN THE WORLD
    FOR ACCOUNTING AND FINANCE
    QS WORLD UNIVERSITY RANKINGS 2016

17. THE NUS EXECUTIVE MBA
    FINANCIAL TIMES
    EMBA RANKINGS 2016

Employability
Class of 2016

Graduate Employment
by Industry

BBA HONOURS

92.8%

FINANCE & BANKING
FMCG
AVIATION
TECH
CONSULTING

BBA ACCOUNTANCY
HONOURS

99%

BIG FOUR
FINANCE & BANKING
GOVERNMENT
OTHERS

MBA

96%

OTHER
CONSULTING
FINANCE & BANKING
TECH
FMCG/HEALTHCARE

GRADUATE CERTIFICATE IN
APPLIED PORTFOLIO MANAGEMENT

Learning Outcomes:
• In-depth knowledge of methodologies &
  models used in theory and in practice
• Hands-on computational finance, risk &
  portfolio management, and trading & execution
  abilities
• An understanding of hedge fund and
  alternative investment strategies, manager due
  diligence

Who Should Attend?
Portfolio managers, analysts, and risk managers
with 3 - 5 years of experience

The CAMRI Applied Portfolio Management Programme
is a 7-day state-of-the-art applied portfolio management
training programme at NUS Business School developed
by academic professionals for investment professionals,
and conducted at the world’s most advanced Investment
Management & Trading Lab.

Enquiries
Ms. Chow Pei Fun at CAMRI
Tel: (65) 6601 1047 | Email: bizcpf@nus.edu.sg
To learn more, visit bschool.nus.edu/camri/
executive-education-at-camri

NUS Business School
National University of Singapore
Mochtar Riady Building
15 Kent Ridge Drive, Singapore 119245
askbiz@nus.edu.sg
bschool.nus.edu