SMU MASTER OF SCIENCE IN MANAGEMENT

Your springboard into the world of business
About MM

The Master of Science in Management (MM) is a 12-month programme specifically designed for those who would like to pursue a postgraduate management degree with a Global-Asian curriculum, regardless of previous business education or experience.

The programme offers intensive postgraduate-level education in management across a range of practical disciplines to allow the students to explore the widest possible career options in the business world when they graduate.

An academically rigorous programme, the SMU MM develops skills for a changing business world, including adaptability, creativity, flexibility and critical thinking.
Message from the Programme Director

"Mastering management is a critical ingredient for long-term future success in any profession"

You are completing your undergraduate education and are looking ahead to future opportunities. Do you have the complete set of skills that you will need for your future success in management in today's global world? We have designed the Master of Management (MM) to provide a postgraduate level experience to prepare students for the application of management concepts for success in business. Whether your first degree is in engineering, science, medicine, humanities, law, or accounting, the Master of Management will equip you for success in your future career.

Drawing on the diverse expertise of our distinguished faculty at Singapore Management University (SMU) as well as industry practitioners, we have a unique programme that provides students with the best possible preparation for a smooth transition into the business world. We do this by covering the core areas of business including strategy, marketing, accounting, finance, and organizational behaviour with a focus on the dynamics of the Asia region. We then allow students to select their own path through electives to supplement their existing knowledge and pursue their interests in areas of business, society, and industry.

The MM programme is a one-year programme with both regular and intensive course modules. It will transform you from a promising graduate with a good degree to one who masters both the science and art of management. Upon completion of the programme, you become a sought-after and valuable resource for many organizations. The programme is rigorous, focused, stimulating, and uncompromising. But the future rewards will be immense.

Richard R. Smith
Director, Master of Science in Management Programme
Lee Kong Chian School of Business
Singapore Management University
Programme Structure and Curriculum

MM comprises an intensively-structured curriculum where candidates are required to complete 9 Core Modules and 6 Electives. The structure of the 12-month programme is as below:

<table>
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<th>January to February</th>
<th>March to April</th>
<th>May to June</th>
<th>July to August</th>
<th>September to November</th>
<th>December</th>
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<td>September to October</td>
<td>November to December</td>
<td>January to February</td>
<td>March to April</td>
<td>May to July</td>
<td>August</td>
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<tr>
<td>Term 1</td>
<td>Term 2</td>
<td>Term 3</td>
<td>Term 4</td>
<td>Term 5</td>
<td>Graduation</td>
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<td>3 core modules + 1 week leadership development courses</td>
<td>3 core modules</td>
<td>3 core modules</td>
<td>3 elective modules</td>
<td>3 elective modules + 1 week leadership development courses</td>
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<td>1 Week Break</td>
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MM offers a broad yet rigorous management education with an insight into the different business functions required in an organisation.

Our curriculum will be delivered by SMU faculty and industry practitioners, and comprises 9 Core Modules and 6 Electives.

9 Core Modules:
- Operations & Supply Chain Management
- Foundations of Strategic Management
- Ethics, the Corporation and Social Value
- Marketing
- Asian Environment
- Corporate Finance & Financial Management
- Managing People and Organisations
- Accounting for Managers
- International Economics

Elective Modules (Choose 6 from 9)
- Business Study Mission (BSM) to Thailand
- Innovation and Entrepreneurship
- Consumer Analytics
- Negotiations
- Cost/Managerial Accounting
- International Business/Global Strategy
- Financial Markets
- Digital Business Decision Analysis
- Decision Analysis

“The SMU MM curriculum is designed for students of both commerce and non-commerce backgrounds to learn how the business world functions. The professors are very friendly and classes are conducted seminar-style. The simulations and discussions we have in class result in an interactive learning experience. The group brainstorming sessions have helped me break out of my comfort zone and learn to work effectively as a team. Access to the many seminars and workshops organised by SMU has also provided me with different perspectives on how companies are run. The career services team at SMU has provided me with invaluable guidance in developing my resume and professional etiquette. The convenient city campus is an added benefit.”

Shreya Jajoo (India), 2015 Intake
Admission and Application

ADMISSIONS CRITERIA
A good academic undergraduate degree.
A good score in GMAT or the SMU Admission Test.
TOEFL / IELTS is required if the medium of instruction of your undergraduate studies was not English. It must be taken within the last 2 years at the time of submitting your application.
2 referee forms (to be filled up online by referees).
2 essays.
Shortlisted candidates may be invited for an interview by the Admissions Committee to ensure the candidates possess the intellectual capabilities and motivation to succeed in the programme.

APPLICATION DEADLINES
The MM programme commences annually in January and September.

January Intake
Online application commences every May.
Application deadlines are:
Round 1: 30 June
Round 2: 31 August
Round 3: 15 October

September Intake
Online application commences every December.
Application deadlines are:
Round 1: 31 January
Round 2: 31 March
Round 3: 30 April

Apply online via our website at www.smu.edu.sg/mm.

“The SMU MM programme has given me the opportunity to work with people from all over Asia. Through this exposure, I’ve developed cultural intelligence and project management skills, while building a solid foundation in business theory. I am really impressed with the focused career support, the quality of professors and learning materials provided. Whilst the course is intense, the class bonding has been exceptional and I have learnt a lot from my course mates too.”

Josephine Stoker (UK), 2015 Intake

PROGRAMME FEES

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<th>Application Fee</th>
<th>Acceptance Fee</th>
<th>Tuition Fee</th>
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<tr>
<td>Application Fee</td>
<td>S$100*</td>
<td></td>
<td></td>
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<tr>
<td>Acceptance Fee</td>
<td>S$500*</td>
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<td>Amount payable upon acceptance to the programme.</td>
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<tr>
<td>Tuition Fee</td>
<td>S$39,500 (including GST)</td>
<td>10% (S$3,950*) payable upon acceptance to secure your seat in the programme. Remaining amount payable in 3 instalments.</td>
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*Non-refundable
The tuition fee includes textbooks and course materials.

“The MM programme has sharpened my critical thinking and management skills, giving me a distinct competitive edge. The comprehensive and practical curriculum has taught me to have a macro view of the business environment and how to apply the business frameworks to the corporate world. I am excited and proud to be a pioneer graduate of this programme.”

Nicholas Yeo (Singapore), Class of 2014
Course Description

**Foundations of Strategic Management**
This course introduces students to the theoretical concepts and analytical tools required for formulating and implementing appropriate strategies that affect the enduring success of the entire organisation. Topics covered include external and internal environmental analyses, business-level strategies, corporate-level strategies, and special topics such as competitive dynamics and competition in high tech industries. This course emphasises the application of theory to a number of real world strategic issues as well as place an emphasis on implementation challenges of strategic decisions.

**Operations and Supply Chain Management**
This course examines Singapore as the hub of a Global Asian economy of logistics, supply chains, and services. It features expert guest lecturers supporting the curriculum on topics ranging from soft logistics, e-waste supply chain management, shipping finance, to ballasting and bunkering. Students will develop a comprehensive knowledge of Singapore as a vital hub of production circuits in Global Asia. Experts will include logistics practitioners and supply chain scholars from around the world.

**International Business**
International Business is the study of the cross-border trade, investments and corporate functions by firms, and the role of national governments and international institutions in regulating these activities. The course examines the objectives and strategies by multinationals pertaining to their choices in country locations, market entry, product/service offerings, organisational structure, cross-border R&D and human resource management. The course will also focus on how multinational enterprises manage and control their international subsidiaries.

**Marketing**
Successful firms are those that integrate the objectives and resources of the organisation with the needs and opportunities of the marketplace better than competitors—that is, those that identify untapped sources of customer value, and deliver and capture more customer value than their competitors. The role of marketing management in organizations is to identify customers’ unfulfilled desires, determine which customers the business should serve, decide on the appropriate products and services, and determine the optimal methods of pricing, promoting, and distributing the products or services.

**Accounting for Managers**
The course covers the most common accounting techniques and practices that enable management to make decisions and to control operations including published company reports and accounts, and internally-generated information. The emphasis is on training students to be managers who can make effective interpretations of internally and externally reported accounting data, who can analyse and categorise the organisation’s accounting and financial information and who understand the importance of correct data and accurate disclosures.

**Asian Environment**
Asia leads global growth with emerging economic powerhouses like China and India, and new contenders like Indonesia and Vietnam, with future opportunities represented in places like Cambodia and Myanmar. This course offers an overview of how these economies grew, the role of globalisation, of states, and of markets in their growth, and offers insights into their interconnectedness and future trends. Drawing on economics, history, politics and culture, this course provides students with the breadth of understanding necessary to make investment, entrepreneurial, and management decisions in Global Asia.

**Corporate Finance and Financial Management**
This course provides an understanding of the fundamentals of finance, financial planning and financial management in the firm. It covers asset valuation, sensitivity analysis, investment, capital budgeting, discounted cash flows, equity analysis, managerial finance, international finance and investment. The course will also feature models of sustainability and alternative financing besides covering debates on regulation and disclosure as well as risk management.

**Ethics, The Corporation, and Social Value**
What is the competitive advantage of thinking ethically, of acting responsibly and of reshaping the corporation as a global citizen? Covering both traditional approaches such as stakeholder theory and introducing new ways of thinking about ethic and sustainable advantage, this course will equip students with the edge they need to succeed in the entangled world of business and society. Students will develop their portfolios in this seminar to reflect their sustainable advantage.

**Managing People and Organisations**
This course will include psychological and behavioural perspectives of individuals, groups, teams and organisations, as well as theories based on organisational power, symbolism and discourse. Students will be introduced to the key skills of management which will be integrated with the history and theory of research on work, employment and industrial relations in global perspective and emerging economies.
ELECTIVES (CHOOSE 6 FROM 9)

BUSINESS STUDY MISSION: SOCIAL ENTERPRISE MODELS IN THAILAND
This intensive course will involve site visits, lectures, and projects with social enterprises in and around Chiang Mai, Thailand. Taking place over one week, the course will include pre-readings on pressing social issues and the application of business and organisational designs and solutions to these problems. Site visits will encompass environmental, cultural, social justice, and community-based models of social enterprise. Students will engage with specific enterprises and produce improvements and advances in these models in cooperation with local entrepreneurs.

INNOVATION AND ENTREPRENEURSHIP
Important emerging innovation trends are identified and their implications for innovation management and developmental entrepreneurship are further explored. The course looks at the trends to open information/open source rather than protected intellectual property, the distribution of innovation over many independent but collaborating actors, and toolkits that empower users to innovate for themselves. The course emphasises various kinds of internal ventures and multiple external collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. It then concentrates on developmental entrepreneurship via case examples of both successful and failed businesses, and generally grapples with deploying and diffusing products and services through entrepreneurial action. By drawing on current and historical cases, especially from South Asia, Africa, Latin America, Eastern Europe, China and other developing regions, we seek to cover the broad spectrum of challenges and opportunities facing developmental entrepreneurs.

INTERNATIONAL BUSINESS/GLOBAL STRATEGY
International Business is the study of the cross-border trade, investments and corporate functions by firms, and the role of national governments and international institutions in regulating these activities. The course reviews various theories of why and how firms internationalize. Specifically, the course examines the objectives and strategies by multinationals pertaining to their choices in country locations, market entry, product/service offerings, organizational structure, cross-border R&D and human resource management. The course will also focus on how multinational enterprises manage and control their international subsidiaries.

CONSUMER ANALYTICS
- Course description to be released.

NEGOTIATIONS
- Course description to be released.

COST/MANAGERIAL ACCOUNTING
- Course description to be released.

FINANCIAL MARKETS
- Course description to be released.

DIGITAL BUSINESS DECISION ANALYSIS
- Course description to be released.

DECISION ANALYSIS
- Course description to be released.

ASSESSMENT
All courses are assessed by group projects and research assignments. In some instances such as Accounting for Managers and Corporate Finance and Financial Management, exams are included.

“I came to Singapore in December 2013 and since then it has been a surreal experience and journey. I managed to get an internship while in the MM programme, and I’m now working full-time in Lazada, Singapore - South East Asia’s fastest growing e-commerce company. All this would not have been possible without the support of SMU. SMU changed me as a person; it moulded me into a highly-driven, motivated and hardworking professional. I have learnt so much from the MM programme, the dynamic students and professors. It’s not always about getting good grades but an all-round development which is extremely essential in order to be successful, and SMU provides exactly this. The business knowledge that I’ve gained in SMU is something that will stay with me for life.”

Abhishek Kanoria (India), Assistant Category Manager at Lazada Singapore, Class of 2014