

NGEE ANN - ADELAIDE
EDUCATION CENTRE



A PARTNERSHIP SINCE 1998

THE UNIVERSITY OF ADELAIDE
POSTGRADUATE PROGRAMS IN
BUSINESS ADMINISTRATION
2012/13

NGEE ANN-ADELAIDE EDUCATION CENTRE

Ngee Ann-Adelaide Education Centre is the gateway to globalisation for the University of Adelaide, a University of excellence in postgraduate, undergraduate and professional education. It is a partnership established since 1998 between the University of Adelaide and Ngee Ann Kongsi, with the vision to educate the leaders of tomorrow.

Please visit: www.NAA.edu.sg



Ngee Ann Kongsi is a foundation which is actively involved in educational, cultural and welfare activities. Founded in 1845 by Chinese immigrants of the Teochew dialect group, the Ngee Ann Kongsi was formally incorporated in Singapore under the Ordinance Act in 1933. The Kongsi has grown from a community bound by a common heritage and genuine concern for the welfare of its members to a foundation that now serves the community regardless of race, religion or social status.

Please visit: www.ngeeann.com.sg



Established in 1874, The University of Adelaide is one of Australia's finest universities and it has a strong international reputation.

The University of Adelaide was recently ranked 4th in Australia and 73rd in the world among over 9000 universities in the Times Higher Education Rankings. This places it firmly in the top 1% of universities across the globe.

It enjoys status as a first rate, forward-looking and innovative university. It is directly associated with five Nobel Prize winners and has produced more than 106 Rhodes Scholars. The University regularly attracts more research funding per capita than any other university in Australia.

The University of Adelaide is a member of prestigious Australian 'Group of Eight' elite Universities. In line with its reputation for innovation, in 1963 The University of Adelaide established the first MBA program in South Australia and one of the first in Australia.

Please visit: www.adelaide.edu.au and www.go8.edu.au

THE UNIVERSITY OF ADELAIDE BUSINESS SCHOOL

Cutting-edge research combines with real-world industry experience to deliver programs that are stimulating, relevant, and provide students with skills that are transportable to any profession.

The pursuit of AACSB accreditation has raised the School's profile in the global arena and has created opportunities for links with the world's top universities. In addition, close affiliations with crucial professional bodies ensures that all programs offered by the University of Adelaide Business School impart relevant, quality skills that are sought-after in today's economy.

Please visit: www.business.adelaide.edu.au for biographies, qualifications, professional memberships, active research and publications of the University of Adelaide business school's team of more than 70 academic staff.

MASTER OF BUSINESS ADMINISTRATION

The MBA provides a broad base of knowledge to equip our students for managerial roles, rather than just the acquisition of an off-the-shelf set of skills. The aim is to develop problem solving and communication skills, leadership and team building skills, and analytical and critical abilities that will enable you to understand better and deal with the complex issues of management in a rapidly changing business environment.

The MBA program emphasises the development of abilities to:

- Master leadership skills
- Understand the functional interrelationships between different areas of an organisation and the broader interaction of the organisation with its environment
- Recognise and act effectively on problems and opportunities confronting an organisation
- Coordinate and apply an organisation's financial, physical, technological and human resources in pursuit of important objectives
- Understand and communicate effectively with people inside and outside an organisation
- Evaluate current management policies and practices to develop new ways to improve organisational effectiveness.

PROGRAM PATHWAY

	Entry Requirements	No. of Courses	Duration	Fees*
Graduate Certificate in Business Administration	<ul style="list-style-type: none"> • Non-graduate with a diploma qualification • A minimum of 7 years full-time relevant work experience • GMAT of 550 	4	2 - 9 Trimesters	Course Fee: S\$2700 Program Fee: S\$10,800
Graduate Diploma in Business Administration	<ul style="list-style-type: none"> • Non-graduate with a diploma qualification and a minimum of 7 years full-time relevant work experience, OR • Recognised Bachelor degree and a minimum of 3 years full-time managerial work experience, OR • Those without a degree may be eligible to enter through the Graduate Certificate in Business Administration • GMAT of 550 	8	4 - 9 Trimesters	Course Fee: S\$2700 Program Fee: S\$21,600
Master of Business Administration	<ul style="list-style-type: none"> • Recognised Bachelor degree • A minimum of 3 years managerial work experience, OR • Those without a degree may be eligible to enter through the Graduate Certificate in Business Administration • GMAT of 550 	12	6 - 12 Trimesters	Course Fee: S\$2700 Program Fee: S\$32,400

* Fees are subjected to prevailing GST.

FLEXIBILITY

The above provides an explanation of the three programs and the articulation between them.

There are three entry and three exit points.

- Study completed in one program can be counted towards the next level program. For example, you may enrol in the Graduate Certificate in Business Administration and proceed through to the Graduate Diploma or MBA with credit for courses completed.
- On the provision that you meet the entry requirements, you may choose to enrol in the highest qualification, the MBA and then, upon meeting program requirements, exit with a lesser qualification, e.g. the Graduate Diploma in Business Administration.
- Each course (subject) is delivered over a twelve week trimester.
- A part-time study load is typically one or two courses each trimester and a full-time load is three or four courses each trimester.

ADMISSION REQUIREMENTS

Resumé

Work experience must be substantiated with a current resumé that outlines the applicant's current and previous managerial roles and achievements.

Referee Report Forms

All applicants must provide two supportive Referee Reports with their application. Your referees should be people who are able to relate specific and relevant details about your professional performance in an employment setting.

Referee Reports are required to confirm your suitability and ability to perform well in a rigorous academic program.

English Language

All programs at The University of Adelaide are taught in English. Students with a degree that was not completed in English at an approved University are required to undertake an IELTS (International English Language Testing System) academic test. The minimum required overall band score is 7, with a minimum band score of 6.5 for all sections.

Graduate Management Admissions Test (GMAT)

A satisfactory GMAT score may be required on case by case basis.

FEES

- Application Fee*: S\$200.00 (upon application submission, fully refundable if unsuccessful in meeting the entry requirements)
- Course fee is inclusive of course notes and examination fee.
- Course fee is charged on the basis of the number of courses enrolled in a given trimester.

PROGRAM STRUCTURE

COURSES	Graduate Certificate	Graduate Diploma	Master
Fundamentals of Leadership	•	•	•
Accounting for Managers	•	•	•
Marketing Management	•	•	•
Economics for Management		•	•
Managerial Finance		•	•
Global Business*		•	•
Managing Contemporary Organisations			•
Strategic Management			•
Operations Management			•
Electives	1	2	3
Total Courses	4	8	12

* Global Business is a core requirement that can also be satisfied in any of the ways listed below:
An approved study abroad program OR an approved International Business elective (i.e. Managing Across Various Business Models)

CORE COURSE DESCRIPTIONS

FUNDAMENTALS OF LEADERSHIP

Fundamentals of Leadership is the foundation course for all programs. Upon completion, students will possess an understanding of the development of management thought and practice, providing a background against which new trends in management can be viewed. They will be able to identify and discuss the major challenges facing management in today's environment and develop the understanding and communication skills required to effectively lead and manage a diverse workforce.

ACCOUNTING FOR MANAGERS

Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. The course develops skills in interpreting earnings statements, balance sheets and cash flow reports. In the second phase of the course students will take away highly relevant skills in areas such as budgeting, product and service costing and short-run decision-making.

MARKETING MANAGEMENT

Marketing lies at the core of all business. Whatever the character or size of your entity, its profit can come from only one place: the marketplace. All businesses are dependent on the income they earn from their customers, clients or buyers. In most businesses it is Marketing Managers who are primarily responsible for keeping their company close to its customers. All those who have a direct responsibility for identifying, reaching and satisfying customers are engaged in marketing and everybody in a business needs to understand its marketplace activities. This course offers a complete introduction to professional marketing thought and action.

ECONOMICS FOR MANAGEMENT

This course provides an introduction to economic thinking and its relevance and application to managing organisations. The first part of the course deals with the structure of markets, including perfect competition, monopoly and oligopoly, and the competitive regulatory environment. The second part deals with the determinants of the aggregate level of output and employment, and elements in the determination of macroeconomic policy including interest rates, inflation and foreign trade and capital flows. The focus of the course is on current issues and their implications for managers and competitive organisations.

MANAGING CONTEMPORARY ORGANISATIONS

This course exposes students to some key influences and perspectives on the management of organisations. Its focus is primarily on human issues that affect and are dealt with by managers day-to-day. The course is an extension of "Fundamentals of Leadership" and provides the background and theoretical framework for more advanced studies in business management. The course begins by examining the nature of 'organisation' as an 'open system'. Then the management challenge in relation to various facets of organisation is reviewed – learning, motivation, politics, performance, ethics, culture, innovation, decision-making, structure and change.

MANAGERIAL FINANCE

Initially this course will cover the concepts of valuation in finance and show how they can be applied to valuing corporate securities. Adopting a value creation perspective, the course will then consider capital expenditure decision approaches and their application to a range of situations, as well as evaluation of the results. Then, risk is considered, with a risk-return model developed that can be applied in managing for value creation. The course examines the concept of the weighted average cost of capital, before turning to consider corporate financing and capital structure decisions.

GLOBAL BUSINESS

This course builds participants' knowledge and understanding of cross-border business activity in two ways. First, it exposes participants to some of the practical requirements of managing businesses that are global in scope. Second, it familiarises participants with contemporary thinking about achieving global competitiveness.

Among everyday issues included are: the analysis of international trade flows, the drivers of foreign direct investment, the institutions of the global trading system, the different levels of regional economic integration, the character of the international monetary system and global capital market.

The course also helps participants understand the different ways in which companies organise themselves to achieve global competitiveness in diverse business environment. Global competitiveness is examined from three perspectives, that of public policy, that of senior managers responsible for results, and that of the CEO concerned with the internal structure of a global business.

STRATEGIC MANAGEMENT

This course presents a unified way of thinking about the issues of strategic thinking and the management of change. Strategic thinking involves searching for a favourable and sustainable competitive position in an attractive industry; while the management of change, from a strategic perspective, is concerned with innovation and the transformation of resources and skills into strategic capabilities that provide the bases for sustainable advantages. Strategic Management is important because it can help focus the firm in terms of the customer. It identifies a direction for the firm and enables a clear articulation of the path chosen.

OPERATIONS MANAGEMENT

Operations is the term used in management to refer collectively to the many processes through which an organisation's strategies for competing in the marketplace are put into action. Obviously, in any organisation's operations there are many kinds of processes that must be managed – inbound logistics, production, outbound logistics, and customer support in many forms, to name only a few. In this course, we will first develop an overview of the range of processes that can make up the operations of an organisation. We then focus on some key issues in managing certain fundamental processes that are critically important to the strategies of many organisations today.

ELECTIVE COURSE DESCRIPTIONS

Elective Courses

NEGOTIATION SKILLS

The purpose of this course is threefold. The first is to explore the major concepts and theories of negotiation, as well as the dynamics of interpersonal and intergroup conflict and its resolution. This will entail material about the structural (eg parties, positions, interests) and process (cognitive, interactional) dynamics that are required for a sound critical background. The second objective is to develop skills relevant to a broad range of applied contexts. This involves direct training in identifying crucial elements of negotiation situations and implementing appropriate resolution strategies. The third objective is to develop teamwork skills by working within and through group exercises.

SERVICE DESIGN AND MARKETING

Services dominate the Australian economy and are becoming critical for competitive advantage in companies across the globe and in all industry sectors. For manufacturers like GE and IBM, services represent their primary growth and profitability strategies into the 21st century. Superior service quality drives the competitive advantage of excellent companies like Marriot Hotels and FedEx, traditional service businesses. And the Internet is one big service, the success of companies using this channel will depend heavily on the quality of their services from the customer's point of view. This course aims to provide an understanding of the theory and practices in the development and execution of service relationship marketing strategies.

CORPORATE STRATEGY

An integrated study of strategic decision making in organisations that builds on the concepts introduced in 6410 Strategic Management, and on knowledge gained from previous studies in functional areas of management. Prior studies in business level strategic management enables the focus in this course to be directed towards corporate and multi-business strategy, on globalisation and cross-organisational relationships, and on the role of the senior management team.

The course is based on presentations by the course coordinator, on case studies, and group presentations on organisational strategies. Specific topics include diversification, managing the multibusiness organisation, mergers and acquisitions, transformation, strategic alliances, globalisation, top management teams, and the implications of developments in information technology and communication for corporate strategies.

ENTREPRENEURSHIP

Entrepreneurship is increasingly recognised as an important driving force in the economic development and prosperity of a community. While broader issues of entrepreneurship are covered, the course focuses on entrepreneurship in new venture creation, identifying opportunities, business planning for a new venture, obtaining venture capital, growth, technological innovation, harvesting wealth and coping with failure and bankruptcy.

CORPORATE FAILURE AND RENEWAL

This course should create an awareness of the reasons why organisations experience crises and what might be done to identify problems, to avoid potential failure and to transform organisations to enable them to succeed in the future. The symptoms, causes and processes of failure will be examined in depth, as well as the techniques, both quantitative and qualitative, that may be used to identify the onset of difficulties as early as possible. In particular, the following issues will be addressed: what failure means; how it is caused; how its approach can be identified from within the organisation; the process of organisational decline; how failure in companies may be predicted from their financial reports; how cultural differences can influence failure; what can be learnt from past collapses; insolvency law and how it affects companies and those who manage them; opportunities and strategies for business revival; whether there might be a new beginning for businesses after failure; strategies for turnaround and transformation; cases related to failure and turnaround.

MANAGEMENT OF CHANGE

The objectives of this course are to explore approaches to understanding and to managing the organizational change process, and to identify practical approaches to effective change implementation. The course will strike a balance between theory and research on the one hand, and practical management tools and techniques on the other. The course will consider management skills in change implementation as well as the organisation's ability to encourage innovation and to cope with change. One integrating theme of the course will be the expertise of the change agent, the nature of that expertise, and how it can be developed. A second integrating theme will concern the organizational attributes that either encourage or stifle creativity, innovation, and change, and how to develop creative organization cultures that are receptive to innovation and change.

INTERNATIONAL MARKETING

International marketing is of growing importance to policy makers and firms as the phenomenon described as globalisation is believed to create a convergence of cultures, political and economic systems. There is supporting and contradicting evidence for this proposition: that there is a congruence of economic and political systems, but cultures remain firmly rooted within nations and this is borne out by recent conflicts that appear to be culturally based. Further, international terrorism and natural disasters are creating risks and challenges for nations and their decision makers which require systematic analysis and risk reduction strategies. At the centre of all these issues is the consumer whose needs and wants the international marketing manager wants to understand so that firms can create marketing mixes that can match these. Therefore the international marketer has to understand the nature of these uncontrollable environmental variables and work within these to develop suitable marketing strategies to enter and operate within countries.

SUMMER SCHOOL

The Business School operates an MBA Summer School over a two week period each January, this gives students the option to speed up the progress of their studies. Classes are held in intensive mode, with six hours of study on alternate days, over a 12 day period.



GLOBAL PERSPECTIVE/ STUDY ABROAD

MBA students studying at Adelaide have the opportunity to study overseas in some of the most highly ranked MBA programs in the world. The University of Adelaide Business School has partnerships with the following Business Schools, which enable its students to undertake one or two MBA courses via intensive study in Helsinki, Milan, Paris, Frankfurt or Maastricht. Some programs incur no additional study fee as they are part of the University exchange agreements.

Exchange programs vary from 2 to 3 weeks, with the option to credit either 1 or 2 courses towards the Adelaide MBA. The benefits of networking with international MBA students from around the world is priceless and those that have participated often report that it has been a 'life changing experience'.

A sample of the opportunities available to MBA students:

- Intensive courses in the MBA program at Aalto University, Finland (previously Helsinki School of Economics)
- 2 week ESSAM summer program at Aarhus School of Business, Denmark
- ESCP_EAP Grand Ecole's 6 week summer semester in Paris, France
- Handelshochschule Graduate School of Management in Leipzig, Germany
- 3 week summer program at the European Business School in Frankfurt, Germany
- Audencia School of Management in Nantes, France
- 2 week summer program at Bocconi's Business School in Milan, Italy

ENQUIRY

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► www.NAA.edu.sg

INTAKE

3 intakes a year: January, May, September



ONE TYPICAL TRIMESTER OF 12 WEEKS

For each coursework module, classes are facilitated in two flexible intensive blocks of weekend classes in a given term of 12 weeks commencing January, May and September.

The following depicts a typical trimester:

PRE-INTENSIVE BLOCK

- Collection of course materials
- Pre-reading

1ST WEEKEND INTENSIVE

- Weekend classes* are held over Friday, Saturday and Sunday.

POST 1ST WEEKEND INTENSIVE

- Assignment writing
- Revision and self study
- Pre-reading for 2nd intensive

2ND WEEKEND INTENSIVE

- Weekend classes* are held over Friday, Saturday and Sunday.

POST 2ND WEEKEND INTENSIVE

- Assignment writing and submission
- Revision and exam preparations

* A typical intensive weekend teaching block is as follows:

Friday: 7.00 p.m. - 10.00 p.m.

Saturday: 1.00 p.m. - 8.00 p.m.

Sunday: 9.00 a.m. - 4.00 p.m.

DISCLAIMER

The information contained in this publication is correct at the time of printing but may be subject to change without notice. Updates may occur - please check the website for the latest information. Ngee Ann-Adelaide Education Centre and the University of Adelaide assume no responsibility for the accuracy of information provided by third parties.

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