SMU MASTER OF TRI-SECTOR COLLABORATION

Creating thought leaders to bridge business, government and civil society.
We live in an era of escalating uncertainties. Asian businesses and governments now operate in an environment filled with financial volatility, water and other resource constraints, climate change and growing social inequity. At the same time, emerging powers such as China and India are catalysing growth, while revolutions in information technology and science seed new trends in collaboration, communication, and sustainability innovations. To build businesses and societies that are able to flourish in this volatile and uncertain environment requires all players, from business, government and civil society, to work together far more closely than ever before. But how?

The unique Master of Tri-Sector Collaboration empowers students to answer that question by bringing together the combined wisdom of business, government and civil society leaders from around Asia and the world on how emerging leaders should be educated to enable their organisations to grapple with new risks and opportunities. It is not just a re-tweaked version of an MBA or public policy degree. It focuses specifically on the experiences and needs of Asia, where the roles of business, government and civil society can vary widely from the paradigms developed in the West. Through roundtables, surveys, and hundreds of smaller-scale conversations, we have brought together the best of academic and practitioner thinking to develop a programme ideally suited to developing the insights and skills required for the new tri-sector partnerships that the region needs in addressing the immense challenges ahead.

**Professor James T H Tang**  
Dean, School of Social Sciences  
Professor of Political Science
The boundaries between public and private are breaking down. Governments turn to business to help solve “wicked”, complex problems and to join large-scale, long-term public-private partnerships. Business faces demands to serve the public interest and go far beyond regulatory compliance. Civil society organisations are shifting from campaigning against business and government to working with both sectors to achieve their goals. And increasingly, the most interesting developments are happening in Asia.

As all three sectors grapple with the new realities, experiments in the region abound:

- As Unilever transforms its business practices under its Sustainable Living Plan, it has thrown open the corporate doors to the independent advocacy organisation Oxfam for in-depth – and public – reviews of the company’s impacts on poverty in Indonesia and labour practices in Vietnam.
- China’s government is promulgating rules and guidelines apiece to push the private (including state-owned) sector to better serve public interests.
- Throughout Asia, stock exchanges are pushing listed companies to report on their environmental and social impacts.
- While continuing the advocacy campaigns that have made it famous around the world, Greenpeace is now working with Asian companies to protect forests.

As the need for and scale of such initiatives grow, businesses, governments, and civil society organisations can no longer muddle through, figuring out how to collaborate as they go along. The Master of Tri-Sector Collaboration provides insights from the world’s top thinkers, lessons from a wealth of experiences, and a toolkit of collaborative and management skills to deal with a future of increasing complexity, scarce resources, and new opportunities.

**Message from the Academic Director**

**Professor Ann Florini**
Academic Director, Master of Tri-Sector Collaboration
Professor of Public Policy, School of Social Sciences
Singapore Management University
Non-resident Senior Fellow
Brookings Institution, Washington, D.C.
Why should you enrol?

The truly effective leaders of the future will cross the boundaries between business, government and civil society. The demand for qualified people working in this intersection is growing rapidly. In this programme, you will become versed in cutting-edge frameworks for understanding 21st-century complexity. You will be trained in a set of rigorous individual, organisational, and analytical skills needed to solve problems within and across sectors. You will learn how to manage resilient organisations in the rapidly changing global environment and be equipped with the clear understanding of the risks and opportunities in the dynamic and co-evolving relationship between the private sector, government and society. Opportunities to network with and engage meaningfully with practitioners from all three sectors will be plentiful.

Candidate Profile

The ideal candidate has significant work experience, a high level of English proficiency and a good first degree in business, social sciences, law, public policy, or related fields.

If you are from the public sector, you will most likely be involved in policy planning, futures thinking, business regulation, and overall governmental strategy. Your job level may be at the assistant director to director level.

If you are from the private sector, you may be involved in strategy, operations, governmental affairs, public relations, corporate social responsibility or corporate citizenship. It is quite likely that you will be from an Asian corporation wishing to operate regionally or globally, or a multinational corporation wishing to initiate or expand operations in the region, and need a greater understanding of the unique and changing nature of business-government relations in Asia. If you are a current or potential entrepreneur, your interest will likely include exploring new socially responsible business models.

If you are from civil society, you may be from either an international or local non-profit organisation focused on environmental or social issues, a trade association or chamber of commerce.

The world continues to face big challenges. The lack of access of many to food, nutrition, basic hygiene and sanitation, clean drinking water or a decent job should be a concern to all of us. We firmly believe business has a big role to play in striving for more equitable and sustainable growth, but large-scale change will only come about if there is real collaboration between companies, governments and NGOs across all these areas.

— Paul Polman, CEO, Unilever

I believe this is a great programme and area that needs thought and action.

— Vicky Bindra, President, Asia Pacific, Middle-East & Africa, MasterCard Worldwide
Curriculum

GLOBAL TRENDS: The world of the 21st century is less and less the world our forebears knew. Power is flowing away from traditional governors, but not necessarily toward any well-structured institutions that can reliably set rules for the changing global order. Hurricanes, typhoons, floods and droughts provide regular and deadly reminders of shifting climate patterns that exacerbate looming resource shortages in food and water. Social unrest is rising as inequality soars. No one is sure where the jobs of the future will come from. Technology is upending the nature of human interaction and quite possibly the nature of human beings. This course explores these perplexing and interacting phenomena. It introduces students to what is known about these major global trends, enables students to identify reliable sources of information, and empowers them to track the trends that may affect their work and their lives.

DEVELOPING THE PARTNERSHIP MINDSET: Government, business and civil society actors differ in how they organise to pursue common goals, mobilise and deploy resources, make decisions, act and are held to account for their actions. Blending these distinct organisational systems to underpin effective collaboration presents considerable challenges – failing to do being the main explanation for shortfalls in partnership outcomes, and vice versa. Diversity in the interaction of these actors across countries, regions and cultures deepens complexities and the challenge of success, especially for international collaborative initiatives. Evolution of the norms informing these actors, furthermore, present exciting opportunities, especially where innovation drives the erosion of differences. By disrupting norms, however, such evolution can also dilute coherence, create confusion, and reduce effectiveness unless understood and carefully handled. Concepts, cases and experiential learning will be used during this course to help students develop and combine the conceptual insights, tools and personal capabilities to better understand, communicate and practice the art of collaboration.

COMPLEXITY AND THE ART OF PUBLIC POLICY: Policymaking and analysis would be easier if cause and effect could always be clearly linked and understood. Small changes would have small effects; large changes would have large effects, what worked in the past would work in the future, and so on. However, social, economic, ecological systems are much more complex than this. Sometimes a small event can cause system-wide changes, and at other times a huge effort seems to make little difference or even ends up shifting the problem in the wrong direction. To understand these problems, we need to move beyond the linear models that underlie much formal policy analysis and design. We need to understand the implications of strategic behaviour, non-linear feedbacks, and heterogeneous actors on policies, as well as the impact of policies at multiple scales and across a wide range of stakeholders. This course will explore these new insights, with discussions on salient policy and management implications of complex adaptive system theories; emphasis on sense making, learning, thinking about futures and co-evolution of social norms as substitutes for the more traditional approaches of command, control, prediction and planning.

WASHINGTON DC STUDY MISSION: This unique segment was developed in collaboration with Brookings Executive Education, a partnership between the Brookings Institution and Washington University in St. Louis, which is dedicated to developing those that work with government and in government. Students will embark on a deep investigation of the functioning of the political system of the world’s most powerful country through compelling engagement with analysts and practitioners engaged in policy and cross-sector partnership. The focus of this study mission evolves year by year, reflecting the latest thinking and happenings as they occur. Students will travel to Washington, D.C., USA for up to two weeks to complete this module.

FUTURES METHODOLOGIES AND SCENARIO-BASED PLANNING: Today’s leaders and organisations operate in the midst of volatility, uncertainty and change, arguably more than ever before in human history. Survival and success depend in part upon the ability to gauge the future, yet many wonder if gauging the future is increasingly a fool’s errand. How might today’s leaders approach this conundrum? This course will provide some approaches to thinking clearly, robustly and creatively about the future, focusing in particular on scenario planning, a widely-used methodology that over the years has demonstrated its utility across business, government and civic sectors. Thinking with scenarios helps us learn about the future by understanding the nature and impact of driving forces, uncovering our own biases (individual and cultural) and creating stories as heuristic scaffolds. We will learn to construct and use scenarios, and in the process discover their power and practicality as a tool to facilitate long-term planning, decision-making and action in unpredictable contexts.

SUSTAINABILITY AND METRICS: MEASURING SUCCESS IN THE 21ST CENTURY: Modern capitalism focuses on preserving and accounting for financial capital. But other forms of capital – social, capital, cultural capital – are equally important and are increasingly being measured to hold organisations accountable for the full range of their activities and impacts. This course examines the full range of relevant metrics, including such increasingly common frameworks as the Global Reporting Initiative, the ISO 26000 CSR guidelines and the work of the International Integrated Reporting Committee. It provides students with the skills to evaluate and use these metrics and to assess whether sustainability goals are being achieved.

PUBLIC POLICY AND THE DELIVERY OF PRIVATE GOODS: This course addresses the challenges faced by public sector leaders as they seek to deliver public goods in politically charged environments. Offered in partnership with the Leadership Academy for Development (LAD) at Stanford University’s Center on Democracy, Development, and the Rule of Law (CDDRL), it uses case studies (mostly drawn from Asia) on how public policy can make the private sector be a constructive force for economic growth and development. A driving principle of this module is that policy reform is not like engineering or other technical fields that have discrete skills and clear, optimal solutions. Instead, successful reformers must be nimble and weigh a broad range of factors that influence policy outcomes. They must have a solid grasp of country-specific economic, financial, political and cultural realities. Most importantly, they must have a sense of how to set priorities, sequence actions and build coalitions which will sustain and nurture a creative tension between citizens, policy-makers and service providers. This module provides participants with an analytical framework to build these abilities and operate effectively under adverse conditions.

POLICY TASK FORCE: In this course, students will work together to analyse in depth and develop solutions for one or more selected real-world issues. They will present their findings and recommendations at the end of 18 months. Students will begin preparing for this module at the start of the programme. This policy task force may be designed in part by the students themselves, with senior faculty members as supervisors. The topics of investigation will change each year to reflect the interests of each cohort and the changing nature of the global agenda.

For full list of courses, visit www.smu.edu.sg/mtsc
Faculty

Ann Florini
Professor of Public Policy
School of Social Sciences
Singapore Management University

Roland Kupers
Associate Fellow
Smith School of Enterprise and the Environment University of Oxford
(Former) Vice President LNG – Royal Dutch Shell

Simon Zadek
Co-Director, UNEP Inquiry into the Design of a Sustainable Financial System
Senior Fellow, Global Green Growth Institute
Senior Advisor, International Institute for Sustainable Development
Visiting Scholar, Tsinghua School of Economics and Management
Founder and CEO (2002-2009), AccountAbility

Ijlal Naqvi
Assistant Professor of Sociology
School of Social Sciences
Singapore Management University

Dawn Yip
Principal Consultant
Soulbreath Consulting
(Former) Lead Strategist, Futures Group, Ministry of Trade & Industry

Jonathan Marshall
Director, Marshall Consulting
Coach, Supervisor
INSEAD Business School
Adjunct Associate Professor, National University of Singapore

For full list of faculty, visit www.smu.edu.sg/mtsc
Academic Calendar

This is an 18-month programme, which will be delivered in modular format of one- to two-week sessions. Every cohort starts lessons in January and concludes by May of the following year. All modules are mandatory.

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<th>SESSION 7</th>
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<td>Washington, D.C., USA</td>
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Calendar is subject to change.

Course Delivery

INTENSIVE SESSIONS
Some modules will be completed within one session, while others will span more than one session. Each week will be an intensive 6-day period and may include some evenings. Students will have the opportunity to engage with professionals and experts through one-off talks and webinars. These sessions may occur throughout the 18-month study period and may be delivered either in person, or through webinars.

OVERSEAS COMPONENT
One course and a portion of the capstone exercise will be conducted in collaboration with the Brookings Executive Education programme in Washington, D.C.

How to apply

The online application form is available at [www.smu.edu.sg/mtsc](http://www.smu.edu.sg/mtsc).

ADMISSION REQUIREMENTS
- High English proficiency.
- Good first degree (business, social science, law, public policy or related fields).
- Significant work experience.
- Good score on GRE preferred. GMAT or alternative SMU admissions test may be accepted in lieu of GRE.
- 2 to 3 letters of recommendation.
- Two short essays. Refer to website for topics.

Shortlisted applicants will be interviewed within 10 days of completing their application, including the provision of referee reports.

Annual application period: Applications will be accepted yearly starting from February. The deadline will be August, or when the programme is fully subscribed, whichever is earlier. Refer to the official website for latest dates.

For more information, please email mtsc@smu.edu.sg or call +65 6808 5336.

PROGRAMME FEES

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<tr>
<th>APPLICATION FEE (NON-REFUNDABLE)</th>
<th>REGISTRATION FEE (NON-REFUNDABLE)</th>
<th>TUITION FEES</th>
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<tr>
<td>$100</td>
<td>$400 for Singaporeans and Singapore permanent residents</td>
<td>$38,000 (including GST). Upon acceptance, a deposit of $2,000 is required, with the remaining fees payable in four instalments.</td>
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<td>$500 for foreign students</td>
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