

MASTER OF TRI-SECTOR COLLABORATION



Bridging Business,
Government and Civil Society
to Manage Change for a
Sustainable Future.



Christy Davis

Executive Director, Asia P3 Hub
South Asia and Pacific Regional Office
World Vision International
Class of 2015

James Tan

Head of Missions, Anglican Singapore;
Formerly from the
Singapore Armed Forces (SAF)
Class of 2017

Karen Lee

Sustainability Lead, Asia,
Interface
Class of 2017

Message from the Dean



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
Singapore Management University

Message from the Academic Director



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.

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.

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, DC

SMU – Right in the Heart of Asia’s Hub, Singapore

In the dynamic, cosmopolitan hub that is Singapore, you will find a vibrant city-state that pulses with the diversity of both East and West. Situated at the cross-roads of the world, Singapore is home to multinational companies and thousands of small and medium-sized enterprises flourishing in a smart city renowned for its business excellence and connectivity. With its strong infrastructure, political stability and respect for intellectual property rights, this City in a Garden offers you unique opportunities to develop as a global citizen.

Tapping into the energy of the city is a university with a difference – the **Singapore Management University**. Our six schools: the School of Accountancy, Lee Kong Chian School of Business, School of Economics, School of Information Systems, School of Law and School of Social Sciences form the country's only city campus, perfectly sited to foster strategic links with businesses and the community.

Modelled after the University of Pennsylvania’s Wharton School, SMU generates leading-edge research with global impact and produces broad-based, creative and entrepreneurial leaders for a knowledge-based economy. Discover a multi-faceted lifestyle right here at SMU, in the heart of Singapore.



Master of Tri-Sector Collaboration (MTSC) Programme Overview

What does the MTSC programme prepare graduates to do?

Now into its fifth cohort, the MTSC programme prepares emerging leaders from businesses, governments and civil society organisations with the skills and knowledge to become collaborative leaders who create high impact partnerships to tackle the world's big problems.

Many MTSC graduates become social intrapreneurs, leading change within their organisations. Others develop new entities or networks.

Competencies developed include a partnership mindset, managing complex systems, understanding global and technological trends, metrics for partnerships and sustainability, stakeholder analysis and leading change via networks and coalitions.

How does the MTSC help organisations?

Organisations need capable and committed talent to design and implement bold programmes for greater organisational impact. MTSC graduates bring capacity to:

Understand and operationalise transformational visions

Connect with non-traditional partner organisations to unlock potential and solve common problems

Help organisations adapt to an evolving political, regulatory and economic environment

MTSC graduates also bring access to the larger and rapidly growing ecosystem for sustainable and inclusive development via:

An ever-growing global MTSC alumni network

Thought-leading guest speakers (e.g. Mr. Sunny Verghese, Chairman of Olam and WBCSD chair, Mr. Jeremy Bentham, Shell VP Global Business Environment)

Other cross-sector professionals (in Singapore, ASEAN and around the world)

The global faculty's extraordinary networks

Applied Option:

Suitable for professionals holding Executive and Senior Management positions. Applicants from other positions may also be admitted on a case-by-case basis in view of their professional and/or life experiences, ability to contribute unique perspectives and assessed motivation to create positive change.

All applicants are required to take the SMU Admissions Test online, unless they have GMAT or GRE scores (Students from India may submit CAT scores).

Public Sector	Policy planning, futures thinking, business regulation, industry development, governmental strategy, civil society regulation, citizen engagement.
Private Sector	Strategy, operations, innovation, partnerships, governmental affairs, public relations, corporate social responsibility, corporate citizenship. Family businesses. Entrepreneurs.
Civil Society	International or local non-profit organisations with environmental or social focus, trade associations, chambers of commerce. Social entrepreneurs.

Research Option:

A small number of students may be approved to pursue a research-focused option.

Applicants with strong academic credentials may apply to the Academic Director at any time before the Research Methods course is offered.

Applicants for this option are strongly encouraged to apply with a GRE score. Competitive GMAT scores may also be considered.

*For foreign applicants, this option is subject to the issuance of a full-time student visa. Hence, foreign students should decide which option they plan to pursue before matriculating.

Programme Structure

Applied Option	Research Option
7 Core modules	8 Core modules including research methods course
3 Elective modules	2 Elective modules
Group Capstone Project	Research paper

Modular course delivery: One-week modules over 18 months, September 2017 to March 2019. (Graduation July 2019).

Applied-option students return to their jobs between modules. Research-option students remain at SMU to work with faculty on research projects and case studies.

Programme Fees

Fees	Amount
Application fee:	S\$100
Registration fee:	Singapore Citizens & Permanent Residents S\$400 International Students S\$500
Tuition fee:	S\$38,000 (S\$40,660 after taxes)
SMU Administration Test fee:	S\$200

Upon acceptance, a deposit of S\$5,000 is required, with the remaining fees payable in four instalments. Flights, accommodation and personal expenses are not included.

The SMU Masters Advantage



GLOBAL RECOGNITION

SMU is globally recognised as one of the best specialised universities in Asia and the world. Its research rankings, programme rankings, accreditations and professional recognitions are testament to its achievements and standing.



INTERACTIVE PEDAGOGY

SMU's interactive, seminar-style pedagogy brings you stimulating, multidisciplinary learning under the mentorship of thought leaders and subject experts who make up our faculty. You will hone your analytical skills, teamwork and communication skills.



INNOVATIVE CURRICULUM

Stay relevant with courses that combine cutting-edge research and up-to-date knowledge with best business practices. SMU's Professional Development Series and award-winning Asian case studies help you approach topics from different practical perspectives for greater insights.



NETWORKING AND CAREER OPPORTUNITIES

SMU has a diverse student population from many different countries, bringing equally diverse personal and professional experience into your network. Take advantage of comprehensive guidance from our dedicated career services to aid your career transition or advancement.



CITY CAMPUS

SMU is nestled within the arts and heritage precincts, right next to the Central Business District, with unrivalled connectivity for public transport and multiple amenities around campus. Discover how life beyond the classroom is as enriching as within.

What Makes MTSC Special?



The MTSC was an unexpected opportunity to explore these sectors and be exposed to academic brainpower (with amazing lecturers and Professors) and a very diverse group of experienced classmates. Some wanted to broaden their horizons. Some needed to build up skills and understanding of sectors other than their own. Some were considering career switches.

MTSC became a channel for me to connect and scale these values and the varied experiences into concrete action for meaningful change. I could see that the future of solutions for sustainable change required the public, private and social sectors to collaborate in practical and more coordinated ways. Navigating the complexity of an ever-changing world and finding ways to join forces means developing new skill sets and building new types of relationships. I know of no other programme which offers such space to explore, experiment and use the accumulation of life experience gathered along the way - and apply it towards whatever comes next.



Christy Davis

Executive Director, Asia P3 Hub
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MTSC – Creating Thought Leaders to Bridge Businesses, Governments and Civil Society.

The world's biggest challenges are too complex and urgent for any one sector to solve. Civil society, governments and businesses increasingly need to work together across the distinct cultures and approaches of each sector. The world needs a new generation of leaders who can work comfortably at the intersection of multiple types of organisations.



Versatile Leaders

Creates a global pipeline of versatile leaders equipped to create a more sustainable and equitable world by bridging all three sectors.



Develop Sustainable Solutions

Increases public awareness of widely accepted frameworks such as the United Nation's Sustainable Development Goals (SDGs) and the potential benefits for corporations and agencies that align to these SDGs.



Cutting-Edge Framework

Prepares managers and leaders for the emerging "4th sector" of purpose-driven, profit-making organisations.



High Impact Partnerships

Introduces firms, agencies and other organisations to cutting-edge developments in innovation, leadership/ talent retention & development and business sustainability arising from a more integrated view of corporate responsibility.





Singapore Management University
School of Social Sciences
90 Stamford Road, Level 4
Singapore 178903



smu.edu.sg/mtsc



mtsc@smu.edu.sg



(65) 6808 5336



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