



SMU-X
AN EXPERIENTIAL JOURNEY OF DISCOVERY

"It is my pleasure to recognize SMU-X for its role in spearheading ingenuity within the business education landscape."

Thomas R. Robinson, President and Chief Executive officer of AACSB International

"SMU-X provides an essential link for students to apply what they learn in the classroom to real world business issues."

John Ang, CEO, VRM Biologik, SMU-X partner

"SMU-X is nothing short of a quiet revolution in education."

Christie Scollon, Associate Professor of Psychology, SOSS

**WHERE
 CO-CREATION
 MEETS
 CREATIVITY AND
 COLLABORATION**



• INTERDISCIPLINARY LEARNING THROUGH REAL WORLD PROJECTS • ACTIVE MENTORSHIP OF STUDENTS BY BOTH FACULTY AND INDUSTRY PARTNERS • ACQUISITION OF A GLOBAL OUTLOOK



Professor Pang Yang Hoong
 Vice Provost (Undergraduate Matters
 and Student Development)
 Professor of Accounting

Message from the Vice-Provost

SMU pioneers an innovative learning approach with the introduction of SMU-X.

'X' stands for several things: eXperiential, eXperimentation, eXcitement, cross-collaboration, the X-factor and the unknown.

SMU-X has three key components.

It aims to bring about a mind-set change for collaboration across the University, signalling a paradigm shift towards learning and working together and not just about the pursuit of education and training.

Second, it is about providing an experiential portfolio of courses that is hands-on and interdisciplinary. Students collaborate with industry partners and faculty members to solve real-world issues. It is a tripartite interaction: the faculty, the students and the mentor from the industry, they work hand-in-hand and they solve the problem together.

Thirdly, it is also the creation of unconventional, flexible co-working spaces for 24/7 use such as the SMU Labs that support learning and meet the usage patterns and behaviours of the millennial student.

SMU-X courses are available in all SMU undergraduate degree programmes and that we look forward to all students enrolling in at least one such course so as to develop skills that will differentiate them in their future workplaces.

I think that this will get the SMU Community – faculty and students alike – to collaborate and step out of their disciplines, by encouraging group effort in solving complex issues. Leveraging on our position as a University in the heart of the city, SMU-X can also bring us closer to our community and the industry.



Dr Gary Pan
 Academic Director, SMU-X
 Associate Professor of Accounting (Education)
 Associate Dean (Student Matters)

Message from the Academic Director

With the SMU-X pedagogy, an instructor's role evolves from a transmitter of information to a facilitator of learning. The role of a student also transitions to that of an active learner. Student learning is enhanced especially when they are engaged in real business decisions. This way, SMU's students are developed into resilient leaders with proper guidance from faculty and industry mentors.

With every project, students get a first-hand look at corporate structures, business ideas, and a wide array of operational challenges facing the partner organisations. Students are able to learn from one another, from industry partners and from our faculty. Most importantly, students pick up new knowledge they typically do not learn in a textbook. They learn by doing and by seeing it in action.

Education Reform - SMU's Rationale



Workforce and economic needs changing



Global but culturally rooted citizens required



Increasingly complex challenges



Evolved learning style of millennials



More collaboration needed

Mindset

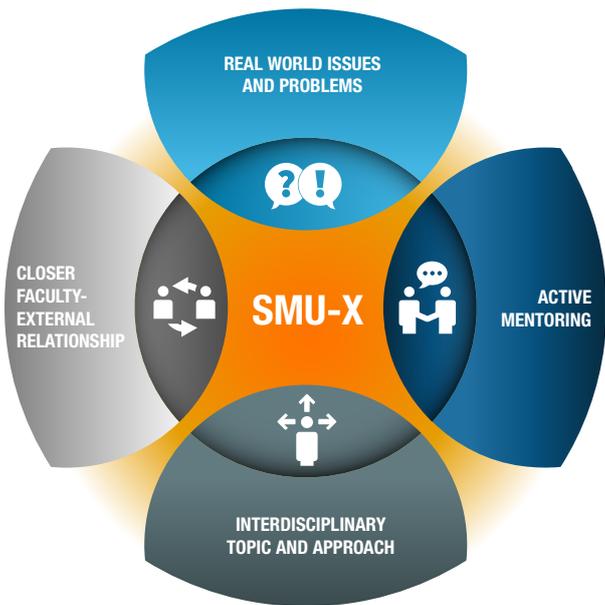
To allow for more collaboration within SMU and with partners
 To bring SMU and community closer and understand different perspectives

Mind-set: First and foremost, SMU-X is a mind-set; One that gets SMU members to collaborate and step out of their current silos. Universities have traditionally been slow to innovate and collaborate; are good at the “deep” but rarely look at problems that are “broad”. There is merit in encouraging group effort in solving complex issues. With SMU-X, we want to be a better city university and for our students and faculty to work actively with the community as well as our research centres. Each party brings with them their expertise and industry-specific viewpoints in a collaborative approach using both disciplinary knowledge and multi-faceted perspectives. To do so, we have two strategies: SMU-X pedagogy and Space.



SMU-X Curriculum

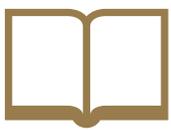
- **Experiential learning through the use of a current, unresolved problem faced by a partner (industry or social sector);**
- **Interdisciplinary learning activities (topic and approach);**
- **Active student mentoring by faculty and partner;**
- **A tripartite learning loop that deepens the relationship between faculty, student and partner**



An SMU-X course has the following characteristics. It combines academic with experiential learning through tackling real, current unresolved issues that our partners bring to us. It is a 14 week course which is interdisciplinary. Different students come together and we will partner with corporate, non-profit and government-sector organisations to develop and teach our courses and projects. Both our partners and our faculty are involved in active mentoring so that the students benefit most out of this deep relationship.

Lastly, an SMU-X course becomes a learning loop for the tripartite: our students get a better understanding of what it means to use theory learnt outside the classroom, our faculty learns how real world adapts theory and our partners deepen their own learning methodology. This inculcates in our students and our partners the value of continuous learning which is imperative going forward given our rapidly changing economic conditions.

Pilot Courses



12 PILOT COURSES

AY 14/15 Term 2

- Managing Process Improvement
- Public Policy Taskforce



600 STUDENTS

AY 15/16 Term 1

- Intelligent Accounting Function
- Internal Audit
- Global Migration and Human Security
- Public Policy Taskforce
- Special Projects with International Organisations
- The Science of Happiness (Subjective Well-being)
- The Design of Business
- Managing IS for Business Value
- Postmodern Theatre Studies



56 PARTNERS

Including



Course Example

ACCT 414 - Intelligent Accounting Function

Intelligent Accounting Course looks at how the accounting/finance function is rapidly transforming to become “smarter” such that the function goes beyond its traditional role of financial reporting and control to providing higher-value intelligence that the management can use to make strategic decisions. This module covers topics such as lean finance, finance shared services, analytics and enterprise performance management, all of which are critical in achieving an intelligent accounting function.

This course is interdisciplinary where it combines knowledge from accounting and information systems domains, thus providing students with a comprehensive understanding about intelligent accounting systems.



Co-designed with an industry partner, DFS in 2015, students were given the opportunity to be work collaboratively with DFS to address business challenges faced. Senior managers from DFS

mentored students actively over the course of this module and provided necessary guidance and support as the teams worked on identified issues.

“I realised that developing a practical solution to address a real-world challenge is not as straightforward as I initially envisioned. There were many practical considerations we had to take into account when designing and developing a solution. This course has helped me to better understand the practical constraints that corporations faced as they deal with various challenges.

All of our presentations were done in a corporate context, where we had to present to senior management and other professionals (CPA Australia). This was honestly something entirely outside my comfort zone as it was my first

time making a presentation to external stakeholders. I learnt how to be more confident and professional in my delivery and also, the importance of adapting one’s presentation style to cater to different types of audiences.

This course has equipped me with both technical knowledge and honed my soft skills such that I am more prepared for the working world.”

-Daphne Kok Yuen Wah, Singapore Management University, Bachelor of Science (Economics)/ Bachelor of Accountancy, Magna Cum Laude.

More information about SMU Labs

SMU Labs is an experimental space co-designed with students after studying the way they use the campus, their activities and their needs for learning. The environment fosters collaboration and active learning, through the following elements:

- **Non-hierarchical “We” Spaces**
- **Equalise faculty and students**
- **Flexibility to create**
- **Mobility**
- **Interconnectedness**
- **Extend time and space**

The Labs also support our SMU-X courses focused on experiential learning and real-time problem solving with our partners.



Going Forward

Opportunity for all SMU students to take an SMU-X course before graduation.

Upcoming courses in 2016 and 2017

- Corporate Advisory
- Data Warehousing and Business Analytics
- Design Thinking and Innovation
- Enterprise Consulting
- Geospatial Analytics for Business Intelligence
- Innovations for Asia's Smart Cities
- International Moots
- Managing Diversity in Asia
- Marketing, Branding and Service Excellence in Hospitality Industry
- Social Analytics and Applications
- Social Entrepreneurship
- Statistics – X
- Storytelling for Brands and Organizations

Awards



WHAT'S IN IT FOR STUDENTS



- APPLY WHAT THEY LEARNT
- BUILD UP EMPLOYMENT PORTFOLIO
- DEVELOP WORK-READY SKILLS

WHAT'S IN IT FOR FACULTY



- LEARNING ABOUT REAL CONSTRAINTS
- BUILDING RELATIONSHIPS
- RESEARCH POTENTIAL

WHAT'S IN IT FOR PARTNERS



- FRESH IDEAS
- ENHANCED TALENT RECRUITMENT
- CONTINUING EDUCATION AND TRAINING

SMU-X Themes

We have themed SMU-X to make it easier for industry partners to identify the courses they want to partner.





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