

GLOBAL MBA

Unit Learning Outcomes (ULO)

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CORE UNITS

1. Business and Global Economy

- Understand the complexity and ambiguity of today's dynamic global economy.
- Illustrate how macro-environment can impact business environment.
- Evaluate national differences vis-à-vis the rest of the world and explain the implications for management and business practices.
- Assess a set of external circumstances within global environment complexity to adapt an agile approach.
- Work effectively in teams to undertake and present economic analysis in regional and/or global contexts to arrive at key insights.

2. Applied Statistics for Decision Making

- Produce appropriate graphical and numerical descriptive statistics for different types of data.
- Demonstrate knowledge of probability and the standard statistical distributions.
- Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.
- Use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing.

3. Marketing Management

- Understand the fundamental marketing concepts and theories and its relevance for the organization and marketing practices.
- Discuss the role of marketing, within the local regional and global business environments impacted by emerging trends and technological disruptions.
- Undertake an analysis of customer and competitive environments in both conventional and digital business environment.
- Consider moral and ethical aspects in evolving customer value propositions.
- Construct and present a marketing plan for allocating marketing resources to address 4As of marketing.

4. Research Methods

- Understand the use of research and its application to business needs.
- Understand various research analytical tools and techniques.
- Identify and articulate a business problem into a succinct research problem (s).
- Develop a reproach proposal for the identified research topic.
- Formulate and present research report.

5. Operations Management

- Understand the various concepts of Operations Management theories, models and tools to meet organisational goals.
- Evaluate the link between corporate strategy, customer needs and operations management.
- Understand operational issues and optimise processes and resources by mapping, analysis and improvements.
- Illustrate how innovative operations strategies can improve organisational efficiency.

6. Financial Accounting for Decision Making

- Understand key accounting concepts and theories.
- Examine the impact of transactions and time period assumptions on a firm's accounts and financial statements.
- Construct basic financial and cashflow statements.
- Recognise the importance of accurate financial reporting and full disclosures in sound decision making. Use accounting standards and concepts as tools for decision-making.

7. Supply Chain Management

- Understand the various concepts of Supply Chain Management theories, models and tools to meet organisational goals.
- Execute basic Inventory Decisions, Transportation decisions and Procurement decisions.
- Identify how the organisations achieve strategic fit between its supply chain strategy and its global competitive strategy.
- Select and analyse a world class supply chain and highlight the attributes that make it world class.
- Learn to collaborate and communicate with upstream and downstream supply chain partners spread across the world.

8. Design Thinking

- Understand design thinking concepts, innovation tools, and value-creation techniques.
- Conduct IDEO-style qualitative business (ethnographic) research to uncover consumer insights, needs, and wants.
- Analyse complex cross-cultural situations with an effective innovation methodology and toolset.
- Critically draw inferences from qualitative data to creatively solve a problem.
- Develop a creative (potentially disruptive) solution for new-value generation and sustainable business growth.

9. Corporate Finance

- Explain key concepts, techniques and tools of financial management and capital budgeting.
- Undertake financial forecasting to determine the funds needed for future growth and activities of a firm.
- Examine the term structure of interest rates, bond yields and various bond equity valuation models.
- Apply appropriate financial management tools and techniques in decision making for projects and investments.
- Determine the relationship between risk and return and impact of leverage on a firm's cost of capital, capital structure and value.
- Use various working capital, operating and cash cycle techniques to optimize a firm's short-term financial management.

10. Business Models and Disruption

- Understand the foundational frameworks to evaluate different kinds of disruptions.
- Develop creative and critical thinking skills necessary for offering a customer – centric processes for experimentation and disruption (supported by digital literacy).
- Assess how Business Models for disruption vary across various regions and cross-cultural settings.
- Identify different paths for sound business recommendations and disruptive decisions to pitch a transformative business model.

11. Effective Business Communication

- Build on effective business communication skills essential at workplace in local, regional and global settings.
- Adapt written, verbal, and nonverbal communication to the needs of the audience and the situation, with special attention to presenting analysis and recommendations.
- Analyse and interpret social situations at work and choose an effective communications plan on how analysis and recommendations should be delivered.
- Demonstrate effective and ethical business communication skills and contribute as a team member or leader in diverse group settings.
- E. Leverage social media to build personal and professional brand.

12. Financial Statement Analysis

- Understand core concepts and techniques for financial statement analysis.
- Critique the financial statements and annual audited financial reports of multinational firms.
- Articulate the importance of ethics and accounting standards in accurate financial reporting and analysis.
- Use financial statement analysis as a diagnostic and prognostic tool for decision making.

13. Data Analytics for Insights and Decision Making

- Understand the fundamentals of data analytics and its applications in organisations.
- Apply the tools and techniques of data analytics innovatively for business situations and for strategic decision-making.
- Formulate strategic inferences through techniques such as Market Basket Analysis, Decision Tree Analysis, Clustering.
- Apply forecasting concepts and techniques innovatively to business situations.

14. Emerging Platforms and Services for Disruption

- Understand the global trends in emerging services and platforms and its impact on enterprises.
- B. Develop a critical assessment of global technology trends and possibilities of new technology for business and present the findings effectively for strategic decision making.
- Demonstrate the business skills to manage innovation leveraging emerging platforms and services.
- Apply the knowledge and skills in the area of Emerging Platforms and Services for Disruption.

15. Management Accounting and Control

- Understand the fundamentals of management accounting.
- Apply cost data to assist management planning and decision making.
- Distinguish between different management accounting contexts for better decision making.
- Determine optimal cost allocation strategies.

16. Teamwork and Leadership

- Define and illustrate the importance of effective teamwork and leadership in diverse work setting.
- Understand contemporary theories and models of leadership and their implication for emerging leaders to effectively manage and lead a team or organisation.
- Analyse and interpret social situations and choose effective leadership strategies to drive change, collaboration and innovation to solve complex business problems in the workplace.
- Acquire necessary skills to effectively work and collaborate in global/diverse teams, demonstrating social, cultural and emotional intelligence.
- Develop personal leadership brand reflecting cognitive skills, interpersonal abilities, sound judgement, ethics and character.

17. Blue Ocean Strategy

- Understand and distinguish between Red Ocean and Blue Ocean Strategy in the context of competitive, disruptive regional/global industry.
- Sketch local, regional and global competitive landscape using various strategic planning and management tools.
- Create an innovative Blue Ocean Strategy to make existing competition irrelevant and create new market spaces.
- Collaborate effectively as a team to execute the designed strategy impactfully and sustainably.

18. Change Management

- Understand change management models and theories for effective change management.
- Apply change management theories in ethical decision making.
- Attain professional skills to communicate changes to different stakeholders in global/ regional settings.
- Demonstrate the capacity to become a more effective leader and change agent.

19. Entrepreneurship for a Disruptive Launch

- Examine the role and importance of disruptive entrepreneurship in a fast changing local, regional and/or global market environment.
- Develop an initial (potentially disruptive) and viable new venture business plan based on secondary data and desk research.
- Compare and contrast the different financing sources and formulate financial projections to support a new disruptive business entrepreneurship.
- Produce a detailed, and feasible business proposition supported by qualitative and quantitative data analysis obtained through fieldwork research.
- Work collaboratively as a team member to develop a final new venture business plan to create value for key stakeholders.
- Persuasively present (pitch) a new venture business proposal and plan individually and as a team.

20. Business Ethics and Sustainability

- Assess as to how firms/MNCs can work collaboratively with the governments and society to address global social issues.
- Identify and select business practices essential for ethical and sustainable business performance.
- Critically evaluate the causes of unethical behaviour by firms/ managers as they relate to business.
- Analyse the role of leadership in setting the ethical tone of the organisation and fostering ethical behaviour towards internal and external stakeholders.

21. Strategy Focussed Organisation

- Explain the key strategy models and frameworks and the various stages of strategy development.
- Critique the impact of internal and external factors on strategic decisions in local, regional and global organisations.
- Formulate and present innovative and disruptive strategies based on sound business principles and prudent commercial practices to stakeholders.
- Evaluate strategy execution and monitoring tools such as Balanced Scorecard in assessing the organisational performance, CSR and sustainability.

22. Competitive Dynamics and Strategy

- Examine the essential factors that influence successful business operations of an international organisation.
- Critically analyse research and industry data and make tactical decisions to improve financial performance.
- Integrate multi-functional decisions and create long term strategies to overcome business challenges in a global marketplace.
- Demonstrate a high level of teamwork and effective management of group dynamics.
- Experiment with ethical, innovative corporate strategies and assess their impact on the growth and financial performance of a company and its shareholders.

SPECIALISATION UNITS

Global Logistics and Supply Chain Management

1. Transportation Management

- Understand the various modes of transportation and techniques to meet customer needs.
- Evaluate the various strategic and regulatory issues involved in global transportation of goods (including reverse logistics and e-Commerce logistics) to enable transportation decisions, which are competitive and compliant.
- Design transportation networks and plan alternative transport solutions in the event of disruptions to ensure that the goods reach the destination safely and on time.
- Analyse a transportation related problem, the merits and demerits of alternative solutions to lead the decision-making process including decisions related to adoption of technology.

2. Technology and Digitisation of Supply Chains

- Understand the various technologies, which are transforming the global supply chains and learn the utility of technology tools to effectively manage supply chains in digital era.
- Understand the various challenges posed by digitisation and design the strategies for digital transformation of supply chains.
- Reflect and critically analyse the impact of technological advancements such as IoT, Blockchain, 3D Printing on the supply chains.
- Identify supply chain problems and design innovative technological solutions.

3. Logistics Operations

- Understand logistics and supply chain concepts, operations and driving forces and how logistics operations can impact overall return on a particular investment or a firm.
- Appreciate the role of logistics operations in improving the efficiency of global supply chains and the performance parameters used to measure facility performance and to highlight the costs involved in running global facilities.
- Critically analyse the costs of an inventory policy and the use of information to restructure the inventory and distribution policies.
- Apply quantitative tools to take decisions related to inventory and logistics network design.

4. Lean Manufacturing and Supply Chain

- Explain the concepts and principles of lean manufacturing and supply chain management.
- Understand the importance of lean methodologies and the processes to create global lean supplier network.
- Evaluate the current state of operations and design Kanban and Kaizen systems to enable lean systems.
- Create value stream maps to depict current state and future state of operations while undertaking the lean journey and learning the use of lean tools to reduce.

5. Project Management

- Discuss the established methods and tools for project management.
- Learn to work in the local, regional and global environments to optimally utilize the resources for successful completion of projects.
- Apply project management techniques to make decisions about project scheduling, resource allocation, budgeting, and risk management.
- Coordinate a project and effectively communicate project progress and findings across the team using suitable software (e.g. Microsoft Project).
- Develop and execute a work-based group project.

6. Strategic Sourcing

- Interpret the cross-functional connections between sourcing and other departments, and departments' connections to globally spread external stakeholders.
- Implement sourcing decisions that are ethically and morally aligned with organisational philosophy.
- Identify opportunities and challenges when acting as the interface between internal customer requirements and global supply networks.
- Apply a range of sourcing techniques and tools to sourcing activities and evaluate the impact of digitisation on sourcing activities.

7. Demand Management

- Understand the fundamentals of demand planning and to appreciate the impact it has on supply chain.
- Understand different demand management techniques, forecasting methodologies and variations across different industries and geographies.
- Reflect and critically analyse the impact of accurate forecasts on the performance of supply chain. Able to evaluate different forecasting techniques constructively and develop framework for effective demand planning.
- Evaluate different forecasting techniques and develop framework for effective demand planning.
- Conduct research and apply the tools and software for demand forecasting during uncertainty and for new product introduction.

Global Finance

1. Corporate Valuation

- Explain core concepts, methods and techniques in company valuation.
- Evaluate and compare different methods used to value acquisition targets.
- Identify the appropriate and accurate method/s of valuation for a company depending on its stage of business, its industry and its geographies of operations.
- Apply the principles of valuation on company's financials to produce and present considered and accurate valuation.

2. International Finance

- Understand the characteristics of global financial markets, institutions and the regulatory environment.
- Evaluate the risks and opportunities firms face in foreign exchange transactions and international investments.
- Formulate appropriate derivative products to hedge these risks.
- Articulate strategies to navigate global financial markets and multinational financial management.

3. Equity Analysis and Portfolio Management

- Explain portfolio management concepts, theories and strategies.
- Apply various equity and portfolio management techniques in teams and individually for tactical, portfolio rebalancing and strategic decision making.
- Develop investment policy statements for various investor (individual and institutional profiles and in line with regional regulatory guidelines).
- Evaluate performance of portfolios and fund managers using appropriate tools and techniques.

4. Mergers and Acquisitions

- Explain the components of the mergers and acquisitions process.
- Discuss mergers and acquisitions activities, corporate ethics and regulatory limitations in local, regional and global contexts.
- Evaluate the roles of different stakeholders in mergers and acquisitions transactions and process.
- Use financial concepts and theories to make M&A decisions.
- Formulate and articulate the strategies and outcomes of merger and acquisitions.

5. Financial Derivatives

- Explain the main concepts and theories of derivative products and markets.
- Analyse the mechanics of the international derivatives market and the various hedging strategies using derivatives.
- Design complex securities by using and combining simple derivative securities.
- Use derivatives strategies for decision making.

6. Risk Management

- Explain the concepts and applications of financial risk management to make strategic decisions.
- Understand how to identify, assess, quantify, value, model, optimise, and forecast risks.
- Formulate econometric and predictive modelling and implement risk diversification in portfolios.
- Evaluate strategies to mitigate, hedge, and reduce risks through synthetic option strategies.
- Appraise the advantages and disadvantages of risk management techniques and models.

7. FinTech and Technology Innovations

- Acquire knowledge of disruptive and innovative Financial Technologies in business.
- Examine the suitability of emerging technologies in local/regional/global banking, payments and financial services domain.
- Develop innovative FinTech solutions to address complex, real-world problems considering the associated risks.
- Apply sound judgement and ethical principles in adopting fin-tech solutions that cater to diverse stakeholders.

Contemporary Marketing Management

1. Research for Customer Insights

- Understand the process and the range of contemporary marketing research techniques.
- Explain the handling and analysis of both quantitative data and qualitative data.
- Evaluate, dissect and accurately interpret data collated for customers from diverse demographic and cultural backgrounds.
- Conduct and present marketing research based on principles and requirements of ethical research and investigation.
- Contribute as a team member and/or leader to engage in insightful marketing research.

2. Customer Value Management

- Analyse regional and global market data and information to draw inferences and create marketing advantage.
- Evaluate opportunities for investing in existing growth markets versus new market opportunities.
- Critically analyse the market information and draw inferences for allocating marketing resources for maximum returns and enhanced customer value.
- Apply business models and frameworks to design and execute innovative and customer centric marketing strategies.
- Present marketing strategy and plans to demonstrate impactful written and oral business communication skills individually and as team member.

3. Brand Management and Marketing Communications

- Understand brand-related theories underlying branding management and communication, in particular the concepts of brand equity, strategic branding creation and branding narrative.
- Evaluate the formulation and applications of branding communication in an omnichannel global environment.
- Embrace principles of ethics and corporate social responsibility while nurturing and growing brands.
- Make strategic decisions for communication channel selection and media purchase to ensure return on marketing investment.
- Examine innovative strategies of maintaining the distinctive global positioning of a brand despite the brand's concurrent localization across different geographies.

4. Digital Marketing and Analytics

- Explain the theories, principles and practices of digital marketing and analytics in a global business environment.
- Critically review and apply contemporary digital marketing theories in the context of digital marketing analytics.
- Identify relevant analytics tools to skilfully conduct audit of company's digital footprint, analyse performance and propose solutions to boost online presence and run digital marketing campaign.
- Disrupt an existing business model by proposing recurring source of revenue embedding contemporary trends and tools of digital marketing analytics.

5. Sales and Channel Management in Digital Economy

- Understand foundation concepts of sales and channel management and buyer behaviour across markets and segments for effective sales force and channel mix decisions.
- Debate the importance of aligning the sales, channel and distribution strategy with corporate strategy for participating in a global business environment.
- Maximise the use of limited marketing resources for enhanced sales force efficiency and effectiveness and optimising channel and retail mix.
- Develop innovative entrepreneurial sales strategies to build and sustain a profitable and socially relevant organisation.

6. Retail Strategy

- Understand the structure and key characteristics of the retail industry and evaluate how online retail is disrupting the traditional brick and mortar formats.
- Understand the role of retail strategies in a competitive global marketplace.
- Apply consumer behaviour theories to the choice of stores and goods/services by consumers, and to the choice of suppliers and merchandise by retail buyers.
- Critically evaluate integrated retail strategies through suitable frameworks and models to suggest appropriate solutions for varied business scenarios.
- Formulate effective retail strategies and provide business solutions while working under diverse cultural, political, economic and technological environment.

7. Business to Business (B2B) Marketing

- Understand the theories on organisational buying behaviour for creating and delivering value across different global markets and segments.
- Discuss the importance of ethics and social responsibility foundation towards B2B customers.
- Critically evaluate the B2B customer and product portfolios using the Key Account Management framework.
- Develop innovative B2B marketing strategy and assess the same using metrics for monitoring performance.

Technology Management

1. IT Strategic Planning

- Identify and discuss factors and challenges in developing an IT strategy.
- Develop a framework for designing an IT Strategy Roadmap.
- Evaluate the performance of the IT function and understand the roles and responsibilities of the emerging C-suite roles in IT management in local and multinational organisational contexts.
- Apply IT Strategic Planning tools innovatively to deliver a pragmatic and effective plan.

2. Enterprise Innovation and Digital Transformation

- Explain and discuss the latest digital technology trends and their impact on enterprise innovation.
- Identify and evaluate elements of being a digital enterprise in a rapidly changing technology landscape.
- Identify the opportunities and business drivers for digital transformation in verticals (e.g. Healthcare, Finance etc) and present the findings effectively.
- Analyse and differentiate leadership and governance principles and practices in the context of digital transformation.

3. Managing Technology Projects and Outsourcing

- Explain core concepts and theories of technology project management and outsourcing.
- Identify and discuss global challenges in technology projects and outsourcing.
- Analyse various factors leading up to project success and failures and present the findings effectively.
- Develop and validate project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.
- Apply project management techniques, leadership principles and practices innovatively to lead and manage technology projects in cross-cultural contexts.

4. E-Business Strategies

- Appreciate the evolution of E-business and the significant role of E-business in various industries, verticals and settings.
- Understand the strategic transformations that ICT and E-business brings to the industry value chain with a focus on both internal and external environments, processes and stakeholders.
- Evaluate the opportunities and strategy options for E-business and present the findings effectively.
- Analyse technical developments and trends for E-Business model innovation.
- Apply E-business strategy frameworks and develop a roadmap for e-business strategy implementation.

5. Technology Consulting and Advisory Practice

- Define and discuss the technology consulting industry in the digital age.
- Understand the roles and responsibilities of the consultants in managing diverse client relationships.
- Assess the importance of ethical conduct, effective communication and leading teams.
- Evaluate the opportunities for technology consulting with target clients/sectors globally.
- Develop innovative solutions for consulting challenges.

6. FinTech and Technology Innovations

- Acquire knowledge of disruptive and innovative Financial Technologies in business.
- Examine the suitability of emerging technologies in local/regional/global banking, payments and financial services domain.
- Develop innovative FinTech solutions to address complex, real-world problems considering the associated risks.
- Apply sound judgement and ethical principles in adopting fin-tech solutions that cater to diverse stakeholders.

Consulting Management

1. Corporate Valuation

- Explain core concepts, methods and techniques in company valuation.
- Evaluate and compare different methods used to value acquisition targets.
- Identify the appropriate and accurate method/s of valuation for a company depending on its stage of business, its industry and its geographies of operations.
- Apply the principles of valuation on company's financials to produce and present considered and accurate valuation.

2. Managing Consulting Process and Client Relations

- Identify and adapt to the special issues arising from cross-cultural consulting.
- Analyse and choose a course of action to resolve an ethical dilemma in a consulting situation.
- Define business opportunities/problems and desired outcomes and make effective decisions in client situations.
- Develop solutions creatively for and with clients, helping them understand and analyse problems in new ways, uncover ideas for sustainable growth and value, consider disruptive solutions, and manage change during the implementation process.

3. Consulting Capabilities and Skills

- Understand and identify appropriate tools in various stages of the consulting project life cycle, including effective approaches and techniques for gathering and consolidating Information, especially in a cross-cultural context.
- Analyse data with appropriate frameworks and techniques in order to interpret, draw insights, evaluate, and generate recommendations to solve a client's problem(s) or help them achieve their goals.
- Use creativity tools and techniques to dissect problems and generate innovative solutions that create business value.
- Reflect on high calibre consulting skills to build professional credibility.

4. Game Theory and Decision-Making

- Recognise the basic principles of strategic analysis and decision making in a dynamic environment from a game-theory perspective.
- Analyse, strategize, and make decisions with game theory concepts in a volatile business environment to solve a problem or achieve a goal.
- Use game theory concepts as a strategic tool to understand the needs of different stakeholders, repercussions of various courses of action, and make decisions in complex business situations, based on real-world business examples that can be leveraged in consulting-client situations.
- Launch innovations into the marketplace, taking into account game-theory issues such as market timing, stakeholder/partner capabilities, and competitor moves.

5. Consulting for Digital Transformation

- Understand what digital transformation is and identify its value-creators, risks, and future opportunities.
- Analyse key issues in a digital transformation situation, identify strategic and disruptive benefits of disruptive transformation from an enterprise-wide and ecosystem perspective, and recommend appropriate strategy and actions.
- Manage people-issues in the digital transformation journey as well as initiating Base-of-Pyramid digital transformation.
- Craft digital transformation strategy for a company, in the context of a dynamic, global business and technology environment, for sustainable growth and value.

6. New Venture Consulting

- Analyse information in order to make strategic decisions on the new-venture journey to-date and solve problems to sustain the new venture.
- Articulate recommendations to stand-alone or corporate startups on key issues in launching a new venture.
- Analyse marketplace opportunity, craft innovative offering(s), and develop a new venture for sustainable value-creation and growth.
- Plan and execute a new-venture consulting project with a high level of personal autonomy and accountability.

7. Post-Merger Integration

- Understand the needs of different stakeholders in organisational change and merger situations.
- Analyse and evaluate change-management and merger situations to decide courses of action that should maximise the chance of success.
- Make effective business decisions to create value through cross-organizational synergy, support international expansion through effective M&A, and navigate cross-cultural change issues.

PROJECTS

1. Applied Research Project

- Assess global/regional business challenges to address them using disciplinary skills relevant to the research project.
- Identify suitable frameworks, business models and research approaches through systematic review of practice and academic literature.
- Apply contemporary research skills to investigate complex business challenges from the viewpoint of stakeholders.
- Draw key inferences and prepare presentation and report demonstrating high degree of creativity and autonomy.

2. Industry Project 1

- Conduct preliminary study of the business issue and the global/regional industry environment.
- Critically analyse collected data and creatively solve business problems.
- Address complex business challenges using skills in the area of specialisation at the global/ regional level using relevant business models and research framework.
- Draw conclusions and interpret inferences through effective business presentation and report for different stakeholders.
- Demonstrate intrapersonal and interpersonal team skills to work in diverse environments.

3. Industry Project 2

- Analyse complex business challenges using inter disciplinary knowledge at the global/regional level.
- Demonstrate ethical research and decision-making skills relevant to the region.
- Critically analyse collected data and creatively solve business problems using relevant disciplinary and management knowledge, frameworks and models.
- Present innovative recommendations to enable value creation for diverse stakeholders. Demonstrate personal autonomy and team skills to work in diverse environments.