

# MASTER OF GLOBAL BUSINESS (MGB)

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## Unit Learning Outcomes (ULO)

### 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-a-vis the rest of the world and explain the implications for management and business practices
- Undertake economic analysis in regional and/or global contexts to arrive at key insights
- Effectively work in teams to present economic information, analysis and insights to a non-specialist audience

#### 2. Applied Statistics for Decision Making

- Produce appropriate graphical and numerical descriptive statistics for different types of data
- Understand discrete and continuous random variables and be able to use their distributions to compute probabilities
- Understand how to organise and summarise data by using descriptive statistics and appropriate statistical graphics
- Use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing

#### 3. Global Marketing Management

- Discuss the contemporary concepts and frameworks of marketing and the role of marketing for product and services of global businesses
- Identify and discuss challenges firms encounter when entering new regional and global markets and its impact on segmenting, targeting and positioning
- Evaluate individual and business customer behaviour to develop innovative and sustainable brands
- Develop and present an effective marketing mix and plan using traditional and disruptive marketing tools
- Demonstrate an understanding of the ethical considerations in global marketing environments

#### 4. 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

#### 5. Supply Chain Management

- Understand the various concepts of Supply Chain Management theories, models and tools to meet organisational goals
- Plan 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
- Communicate and collaborate ethically with diverse Learn to collaborate and communicate with upstream and downstream supply chain partners spread across the world

#### 6. Research Methods

- Understand use of business research to identify local/ regional business problems and identify appropriate and effective solutions
- Define business problems into a succinct research problem (or problems)
- Identify appropriate research design and methods to address a specific research question and acknowledge the ethical implications of the research
- Develop and present a comprehensive research proposal

## **7. Financial Accounting**

- 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

## **8. Design Thinking**

- Understand design thinking concepts and innovation tools and techniques to create value
- Conduct IDEO-style qualitative business (ethnographic) research to uncover consumer insights, needs, and wants
- Analyse qualitative data to uncover consumer insights and make sound decisions with tools and techniques from design thinking, ethnography, and innovation
- Identify and deeply understand problems, as well as creatively solve them with the use of design thinking methodology in cross-cultural and team settings
- Generate, integrate, and choose from multiple alternatives using "out of the box" thinking

## **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
- 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 optimise a firm's short-term financial management

## **10. Business Communication and Negotiation**

- 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

## **11. 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

## **12. Global Adaptability 1**

- Understand the local/regional local business environment in Southeast Asia/Middle East and recognise how it differs from other parts of the world
- Review Southeast Asia/Middle Eastern issues, perspectives, opportunities and uncertainties within global context, their interdependence and impact on stakeholders
- Analyse how business approaches need adaptation in accordance with Southeast Asia/Middle East general context
- Develop sound understanding of business ethics and practices
- Demonstrate effective communication skills tailor-made to the needs of different stakeholders

## **13. Data Analytics**

- Understand the fundamentals of data analytics and its applications in organisations
- Design, execute and provide a comprehensive data analytics report on a real data set
- Apply the tools and techniques of data analytics for solving business problems
- Formulate strategic Inferences through techniques such as Market Basket Analysis, Decision Tree Analysis, Clustering etc.
- Apply forecasting concepts and techniques innovatively to business situations

#### **14. Emerging Platforms and Services for Disruption**

- Explain the challenges in implementing emerging technologies
- Understand the global trends in emerging services and platforms and its impact on enterprises
- Develop a critical assessment of global technology trends and possibilities of new technology for business and present the findings effectively
- Discuss and evaluate, as a team, how new technology adoption impact business outcomes
- Demonstrate the business skills to manage innovation leveraging emerging platforms and services

#### **15. Customer Value Management**

- Analyse the market data and information for inferences for marketing advantage in regional and global markets
- Evaluate opportunities for investing in existing and growing markets versus reaching out to new market opportunities
- Critically analyse the market information and draw inferences for allocating marketing resources for maximum returns and enhanced customer value
- Develop impactful customer centric marketing strategies and marketing plans
- Present business models, frameworks and marketing strategies, demonstrating individual and group accountability

#### **16. 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

#### **17. Global Adaptability 2**

- Understand the local/ regional local business environment in Australia region and recognise how it differs from other parts of the world
- Review Australian regional issues, perspectives, opportunities and uncertainties within global context, their interdependence and impact on stakeholders
- Analyse how business approaches need adaptation in accordance with Australian general context
- Develop sound understanding of business ethics and practices
- Demonstrate effective communication skills tailor-made to the needs of different stakeholders

#### **18. Teamwork and Leadership**

- Define and illustrate with the help of relevant examples what makes effective leadership and team performance work
- Analyse and interpret social situations and opportunities to choose effective leadership strategies which involve collaborative and mutual agreement to solve business problems in the workplace
- Explain the rationale and action implications of key leadership and team-building principles and concepts for managers and (emerging) leaders
- Work in teams, collaborate effectively with others using emotional intelligence

#### **19. International Human Resource 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

## 20. Business Ethics

- 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. International Business 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. Warehouse Management

- Understand the warehousing needs of the organisations based on their supply chain network
- Appreciate the role of a warehouse and distribution centre in fulfilling the customer demand in a global supply chain
- Learn the warehouse operations and based on the product, market, technology and the business environment, design the warehouse to fulfil the market demand
- Systematically analyse problems related to warehousing in a group, analyse the merits and demerits of alternative solutions and make suitable decisions

#### 2. Global Transportation Management

- Understand the various modes of transportation and select the right mode of transportation and the right logistics service provider to meet customer needs
- Understand the various strategic, technological and regulatory issues involved in global transportation of goods including reverse logistics and e-Commerce logistics and take transportation decisions, which are competitive and compliant
- Design transportation networks and plan alternative Transport Solutions in the event of disruption to ensure the goods reach the destination safely and in time
- Systematically analyse a transportation related problem in a group, the merits and demerits of alternative solutions and lead the decision making process

#### 3. 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
- Reflect and critically analyse the impact of technological advancements such as IoT, Blockchain, 3D Printing on the supply chains
- Systematically analyse a problem related to digitisation of supply chains in a group, analyse the merits and demerits of alternative solutions and lead the decision making process

#### 4. 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

## 5. Lean Manufacturing and Supply Chain

- Recognise and explain the concepts and principles of lean manufacturing and supply chain management
- Understand the importance of lean methodologies and learn to create global lean supplier network
- Critically 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

## 6. Demand Management

- Understand the fundamentals of demand planning and to appreciate the impact it has on supply chain
- Understand different revenue 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
- Able to apply the concepts in forecasting/ demand management software/ statistical tools

## 7. Supply Chain Simulation

- Analyse large amount of data and information related to supply chain of a simulated manufacturer
- Understand strategic and operational supply chain decisions for the firm within a competitive environment
- Understand trade-offs and the impact of imperfect information on decision making in supply chains
- Analyse data and market scenario and take decisions to ensure profitability of the enterprise
- Participate collaboratively and contribute effectively as a member among competing teams

# Global Finance

## 1. Financial Statement Analysis

- Understand core concepts and techniques for financial statement analysis
- Examine the financial statements to ascertain financial health, strengths and weaknesses of local and international companies
- Recognise the importance of ethics and accounting standards in accurate financial reporting and analysis
- Use financial statement analysis and financial forecasting for decision making
- Collaboratively examine and present financial statement analysis of a listed corporation

## 2. Financial System and Markets

- Discuss the role of financial markets, institutions and intermediaries
- Analyse the global financial system and its impact on business
- Examine the emerging regulations in regional and global financial markets
- Consider the risks associated with equity, bond and derivatives markets in decision making for financial market transactions and investments

## 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 investors (individual and institutional profiles and in line with regional regulatory guidelines)
- Evaluate performance of portfolios and fund managers using appropriate tools and techniques

## 3. Business Valuation

- Understand the core concepts, methods and techniques in business valuation
- Analyse a company's current financial and non-financial information to diagnose future growth
- 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 valuation principles to business's financial and market information to produce and present a considered valuation

## **5. Financial Risk Management**

- Explain and differentiate various financial and business risks
- Undertake the identification and quantification of various market risks
- Identify strategies to mitigate, hedge, and reduce risks through synthetic option strategies
- Evaluate the advantages, disadvantages and integrity of risk management techniques and models
- Discuss the impact of technological innovation on risk evolution and mitigation

## **6. Wealth Management**

- Understand the fundamentals of Personal financial planning and Wealth Management.
- Evaluate different investment products in line with goal-based planning.
- Analyse the need for insurance and suggest appropriate products.
- Critically appraise the tax planning avenues and align with the financial goals.
- Create comprehensive personal financial plan using Investment Policy Statements

## **7. FinTech and Technology Innovations**

- Acquire knowledge of disruptive and innovative Financial Technologies in business
- Understand the suitability of emerging technologies in local/regional/global banking, payments and financial services domain
- Evaluate 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

# Global Marketing Management

## **1. Research for Customer Insights**

- Develop an understanding of the need for, and place of, marketing research in supporting marketing decisions across different cultures and geographies.
- Understand the process of contemporary marketing research to gather customer insights in relation to omnichannel behaviour.
- Recognise and use different research designs and scales and be able to analyse and interpret data for marketing decisions.
- Conduct and present marketing research based on principles and requirements of ethical research and investigation.
- Work collaboratively and effectively with all stakeholders to engage in an innovative marketing research.

## **2. Customer Experience Design for Digital Business**

- Discuss current Internet and digital technologies available for digital business applications.
- Explain the success principles for designing customer experience.
- Evaluate technology infrastructures and applications for designing customer experience.
- Apply customer experience design principles to develop web/mobile applications by working in teams.
- Identify ways to differentiate E-Business with customer experience management and present the findings effectively.

## **3. Brand Management & Integrated Marketing Communications**

- Understand the main theories underlying branding management and integrated marketing communication mix.
- Acquire familiarity with a wide range of contexts and applications of branding communication.
- Understand brand equity and brand valuation and be able to calculate audience reach and frequency for estimating budget and enhancing ROI
- Provide strategic direction when moving brands across borders and select most appropriate communication channel in a global context
- Appraise ethical issues in branding and IMC

#### **4. Digital Marketing**

- Understand concepts and recent developments in the field of digital marketing and apply this knowledge to practical real-world scenarios
- Apply contemporary digital marketing concepts and techniques to conduct audit of digital footprint of a company.
- Be aware of global and local market trends to be able to define desired buyer persona and propose globalised campaigns as well boost digital engagement with campaigns relevant to given industry vertical
- Propose integrated approach based on digital engagement tools and suggest innovative and engaging solutions to boost digital presence of a company in paid, owned and earned media

#### **5. Omnichannel Buyer Behaviour**

- Understand the nature and scope of the field of consumer behaviour.
- Analyse consumer behaviour theories to understand omnichannel buyer behaviour
- Understand and evaluate the role of new technologies (e.g. AI, machine learning) in omnichannel customer journey experience.
- Evaluate tactics and strategies of new technologies to optimise cross-border omnichannel customer experience
- Develop an understanding of ethics in implementing omnichannel customer experience.

#### **6. Sales and Channel Management**

- Understand and evaluate the theories, arguments and schools of thought that advocate the creation of value in various distribution networks and channels
- Critically apply key sales and channel management theories and concepts to develop marketing strategies in a local and global market
- Identify and explain relevant sources and analysis necessary to support enhanced sales force efficiency and effective and optimal channel strategy
- Propose innovative sales and channel solutions for better return on marketing investment

### **Digital Business Management**

#### **1. Enterprise Digital Business Applications**

- Discuss core business applications and pertinent aspects in managing enterprise business applications
- Analyse global digital technology trends for adoption in business applications
- Discuss and evaluate as a team, the value of various digital business applications and technology infrastructure to an organisation
- Recognise and evaluate the relevance of innovative enterprise business paradigms like SaaS and cloud adoption

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#### **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
- Develop a roadmap for e-business strategy implementation
- Apply e-business strategy frameworks in a team environment and present the findings effectively
- Analyse technical development and trends for E-Business model innovation

#### **5. Managing Digital Projects**

- Explain the various phases of project life cycle and concepts and theories related to managing digital projects
- Recognise the global project management challenges including related cultural and ethical issues
- Evaluate project management information for decision making support
- Work in teams to analyse various project management issues and present the findings effectively
- Apply project management techniques creatively to ensure project success

#### **6. Digital Governance**

- Recognise international perspectives related to cyber laws and governance
- Identify ethical imperatives and requirements for digital governance
- Develop the capability to apply framework for data governance
- Identify and discuss contemporary cyber law issues in a team environment and present the findings effectively

## **Projects**

#### **1. International Business Research 1**

- Understand contemporary research skills to investigate and analyse specific business issues
- Identify relevant local/ regional business issues/gaps through systematic review of relevant practice and academic literature in chosen discipline
- Identify relevant disciplinary and management knowledge, frameworks and models to conduct the study
- Develop and present a coherent research proposal with appropriate research framework, data collection and analysis strategies and expected project outcomes
- Conduct primary/secondary data collection, data analysis to draw out key inferences
- Synthesises complex inferences and present innovative, viable and sustainable solutions to assigned business problems
- Write and present a comprehensive, professional research report
- Plan and execute an applied research project with a high level of personal autonomy and accountability

#### **2. International Business Research 2**

- Understand contemporary research skills to investigate and analyse specific business issues
- Identify relevant local/ regional business issues/gaps through systematic review of relevant practice and academic literature in chosen discipline
- Identify relevant disciplinary and management knowledge, frameworks and models to conduct the study
- Develop and present a coherent research proposal with appropriate research framework, data collection and analysis strategies and expected project outcomes
- Conduct primary/secondary data collection, data analysis to draw out key inferences
- Synthesises complex inferences and present innovative, viable and sustainable solutions to assigned business problems
- Write and present a comprehensive, professional research report
- Plan and execute an applied research project with a high level of personal autonomy and accountability

### **3. Industry Project**

- Study the business issues at regional/ global level and articulate project objectives.
- Conduct comprehensive review of relevant disciplinary and interdisciplinary management knowledge, research methodologies and define project plan
- Investigate, analyse and evaluate complex information and apply relevant bodies of knowledge to identify creative solutions
- Generate innovative, ethical and sustainable solutions to address the business issues using relevant business models and frameworks
- Write and present a comprehensive high impact project report to stakeholders
- Collaborate effectively as a team to plan and execute the assigned project with a high level of personal and group accountability

## **Internship**

### **1. Internship**

- Develop self-understanding, self-confidence and interpersonal skills
- Acquire competencies and experience to carry out a particular assignment, job or project at workplace.
- Articulate and apply the knowledge and skills acquired in the course at the work placement