

# EXECUTIVE MBA

CRICOS Provider Code: 03335G

## Unit Learning Outcomes (ULO)

### Core Units

#### 1. Personal Effectiveness

- Understand the concept of self-image in Business Communication in Verbal Skills, Non-verbal Skills, and Listening with emotional intelligence.
- Identify different business communication styles based on different organisational and cultural contexts.
- Apply innovative communication methods to inform, instruct, persuade, request, clarify, cooperate, buy, sell or advertise in different contexts.
- Deliver a persuasive business presentation with effective: Voice Quality, Body Language, Command of Material, Visual Aids, Content and Eye Contact, etc.
- Evaluate the impact of personal effectiveness on business relationships with co-workers, customers, and other stakeholders.

#### 2. Business Economics

- Recognise how economic factors and events influence firm-level behaviour.
- Explain how economic growth and cyclical instability conditions firm performance.
- Illustrate the consequences of competitive and concentrated markets for efficiency, innovation, and firm profitability.
- Effectively communicate the impact of macroeconomic policies on business.
- Apply microeconomic concepts to business situations.

#### 3. Financial Accounting

- Understand basic accounting concepts and theories.
- Construct basic financial and cash flow statements.
- Analyse financial and cash flow statements to measure a firm's performance.
- Recognise the importance of ethics in accounting and the relevance of accounting standards in financial reporting.

#### 4. Marketing Management

- Explain the fundamental marketing concepts, frameworks and theories for products and services.
- Discuss the role of marketing within the business environment, including emerging trends and their implications.
- Evaluate individual and business customer behaviour to develop longer-lasting customer relationships.
- Construct a Marketing Plan for an organisation using various elements of the marketing mix.
- Critically appreciate the role and impact of technological disruptions in marketing.

#### 5. Management Accounting

- Understand the fundamentals of management accounting.
- Interpret the relationship between volume, costs and profits using techniques such as activity-based costing and cost-volume analysis.
- Prepare the master budget along with its sub-components.
- Illustrate the use of DuPont Analysis, the Balanced Scorecard, Economic Value Added and Total Shareholder Return in managing performance objectively.
- Discuss the potential impact of cloud technology on management accounting techniques.

## **6. Human Resource Management**

- Understand Human Resource Management (HRM) theories and practices and their relevance in creating human capital advantage for organisations.
- Evaluate the importance of HRM policies related to organisation design, workflow planning, and ethical and legal issues in organisations.
- Critically assess the impact of globalisation and technology disruptions on HRM policies and practices.
- Apply HRM theories to develop programs for employee selection, training and development, performance management and compensation in diverse contexts.
- Analyse the critical role of HRM in creating employee engagement and retention.

## **7. Corporate Finance**

- Understand key corporate finance concepts, principles, and practices.
- Evaluate the short-term working capital management needs of firms and design alternatives.
- Explain the factors and market environment influencing bond and equity prices.
- Apply capital budgeting tools and sensitivity analysis on proposed projects/investments.

## **8. Business Statistics**

- Demonstrate an understanding of statistics for describing, exploring, comparing, and interpreting data.
- Apply probability and Bays' theorem to an assortment of business and economics contexts.
- Evaluate and interpret the importance of sampling as well as accurately determine sample sizes.
- Construct and interpret hypothesis tests using appropriate statistical techniques.

## **9. Operations Management**

- Appreciate the role of operations management in delivering products and services so as to improve organisational performance.
- Apply data and information to carry out demand forecasting and capacity planning and interpret the implications.
- Estimate and recommend decisions related to facility location, facility layout and product and process design.
- Examine various tools and techniques of operations management to improve the organisational efficiency of firms operating within a global environment.
- Critically appreciate the impact of digitalisation and technology disruptions on the operations management function.

## **10. Negotiation and Conflict Resolution Management**

- Understand the central concepts of negotiation and conflict resolution management in an organisational setting.
- Apply value-based negotiating tactics and skills to achieve successful closure across cultures and teams.
- Create solutions to resolve dead-locked parties in a negotiation situation.
- Evaluate the impact of ethical, cultural, organisational, and technological factors on conflict management.
- Formulate a plan to enhance personal competencies for conflict and negotiation management.

## **11. Big Data Analytics and Cloud Technologies**

- Examine how big data analytics and cloud technologies can be used as a strategic advantage by an organisation.
- Identify and apply relevant statistical and analytical tools like data mining, predictive modelling, text analysis and visualisation to diverse types of data.
- Interpret statistical results for informed business decision-making.
- Demonstrate the ability to make sound and ethical business decisions incorporating big data analytics and cloud technologies.

## **12. Strategic Marketing**

- Discuss the importance of strategic marketing for sustainable business growth.
- Examine the impact of the business environment on the marketing strategy for an organisation.
- Analyse the market information and draw inferences to allocate marketing resources for maximum returns.
- Effectively articulate a marketing strategy to key stakeholders through well-thought and impactful business communication skills.
- Apply business models and frameworks to design a marketing strategy for a product or service, leveraging emerging technologies for marketing intelligence.

### **13. Innovation and Entrepreneurship**

- Examine the linkages between innovation, strategy, and value creation theories.
- Evaluate the role and importance of innovation and entrepreneurship within an organisational strategy.
- Apply strategic innovation models to sustain an organisation's leadership amidst emerging new technologies.
- Demonstrate how a manager can be more innovative and entrepreneurial within an organisation.
- Effectively communicate innovative entrepreneurial strategies within an organisational context.

### **14. Strategic Finance**

- Recognise portfolio risks and explain the relationship between risk and return.
- Compare alternative sources of financing for a firm and their impact on the cost of capital, capital structure and leverage.
- Assess the nature and associated risks of the equity and debt markets as well as sources of finance, including hybrids.
- Evaluate financing strategies on dividend policy, share repurchasing and corporate restructuring.
- Formulate and effectively communicate financial strategy which is aligned to the business strategy.

### **15. Leading Teams and Organisations**

- Understand the models, frameworks and theories of leadership and teams in an organisational context.
- Distinguish leadership competencies and their impact on individuals, teams, and organisations.
- Assess the impact of culture, technology, and globalisation on the principles of leadership and their implementation.
- Design and implement ethical and sustainable leadership practices addressing the needs of different stakeholders.
- Develop a personal leadership development plan based on critical self-reflection.

### **16. Strategic Management**

- Understand the art and process of strategic management.
- Build a Blue Ocean Strategy, keeping in perspective the potential impact of technological disruptions.
- Explain how strategies happen in practice.
- Apply strategy models, frameworks, and theory to case studies and work experiences.
- Use the key steps in building a strategy to develop or enhance an existing strategic plan.

### **17. Corporate Governance and Ethics**

- Discuss the philosophies and models of corporate governance.
- Assess the regulatory framework and roles and responsibilities of board members for local and multinational firms.
- Examine the various ethical dilemma scenarios a leader/person might likely face in both business and personal situations.
- Evaluate and devise strategies for demonstrating corporate social responsibility and sustainability.
- Use the philosophies and models of corporate governance to make ethical and sound business and personal decisions.

### **18. Leadership and Cross-Cultural Management**

- Understand relevant theories and models of cross-cultural management in an organisational context.
- Examine different dimensions of business cultures in regional and global organisations.
- Illustrate the influence of corporate strategy and structure on cross-cultural management.
- Summarise the effect of team dynamics, communication, conflict management and intercultural leadership competencies in global teams.
- Formulate a strategy for effective cross-culture management in global organisations.

### **19. Business Acumen**

- Examine the importance of business acumen for any leader when making important business decisions.
- Compare and contrast the different strategy schools of thought which can be applied to help make strategic choices.
- Interpret and evaluate the use of probabilities, including decision trees, etc., when making key business decisions.
- Evaluate the role played by intuition when assessing and choosing between strategic options and future choices.
- Demonstrate critical thinking by evaluating scenarios, asking the right questions, and making decisions.
- Develop skills and judgment to make ethical decisions taking into consideration the needs and goals of stakeholders from diverse cultures.

## 20. Change Management

- Understand the various change management models, frameworks, and theories.
- Explain the role of the change agent in managing stakeholders and leading change initiatives.
- Formulate a strategic change management plan to implement different types of change initiatives.
- Consider the impact of ethical, cultural, organisational, and technological factors on the design and implementation of change.
- Critically assess the effectiveness and success of strategic change management initiatives.

## 21. Research Methodology

- Understand business research frameworks and theories, research design, methodologies, and analysis approaches (including qualitative and quantitative).
- Distil business issues into a research problem based on a comprehensive review of the literature and develop a research proposal.
- Select appropriate data collection, sampling, and analysis methods to undertake business research.
- Apply relevant methods and analytical tools for data analysis (quantitative and qualitative) to arrive at sound inferences.
- Effectively communicate research findings to relevant stakeholders in both verbal and written forms.
- Recognise and demonstrate the importance of ethical conduct when undertaking business research.

## 22. Integrative Decision Making

- Examine the factors which are required to successfully run an international organisation.
- Analyse the factors that impact successful global market expansion.
- Create strategies for long-term business profitability.
- Effectively communicate outcomes to stakeholders.
- Collaboratively develop, justify and implement a strategy that creates sustained shareholder value.
- Critically appreciate the potential benefits and impact of integrating innovations and emerging technologies in the DNA of organisational strategy.

## 22. Integrative Decision Making

- Examine the factors which are required to successfully run an international organisation.
- Analyse the factors that impact successful global market expansion.
- Create strategies for long-term business profitability.
- Effectively communicate outcomes to stakeholders.
- Collaboratively develop, justify and implement a strategy that creates sustained shareholder value.
- Critically appreciate the potential benefits and impact of integrating innovations and emerging technologies in the DNA of organisational strategy.

## Electives Units

### Marketing

#### 1. Sales Management

- Understand the application of the Psychology of Selling.
- Design and evaluate a Prospecting strategy for a product or a service.
- Analyse how to better determine customer needs and influence consumer behaviour.
- Demonstrate the art of consultative and persuasive selling, closing a deal in an ethical and professional manner.
- Effectively communicate sales strategy and plans to diverse stakeholders.
- Critically appreciate the potential impact of digitalisation and technological disruptions on sales management.

#### 2. Digital Marketing and Analytics

- Explain digital marketing and analytics concepts, techniques, and the latest trends.
- Evaluate the role and appropriateness of digital marketing media and analytics in executing a customised consumer marketing strategy.
- Create and effectively communicate a proposed digital marketing strategy to key stakeholders.
- Identify relevant tools and conduct an audit of the company's digital performance and footprint.
- Propose innovative solutions to boost online presence and run a digital marketing campaign.
- Evaluate the importance of ethical decisions in digital marketing and data analytics.

### 3. Strategic Brand Management

- Define and understand the nature of a brand.
- Analyse the role played by brands in the customer decision-making process.
- Apply a consumer-centric approach to branding, including the adoption of marketing analytics to analyse and interpret the findings.
- Identify, recommend, and justify actionable innovative, functional and emotional brand positioning strategies that cater to local, regional and global markets.
- Measure brand equity and propose and justify repositioning strategies.
- Critically appreciate the potential impact of digitalisation and digital disruptions on strategic brand management decision-making.

## Finance

### 1. Corporate Valuation

- Explain the core concepts used in company valuation.
- Compare and contrast the different methods used to value acquisition targets.
- Analyse the various approaches to value multinational businesses.
- Apply the principles of valuation to real-world business data and context.
- Evaluate the potential impact of technological disruptions on corporate valuation.

### 2. Mergers and Acquisitions

- Explain the components of the merger and acquisitions process and deal design.
- Evaluate the roles of and interplay between the various stakeholders in merger and acquisition deals.
- Identify potential synergies, target companies and modes of merger and acquisitions in a global environment.
- Apply merger and acquisition models and frameworks to make sound decisions.
- Formulate post-merger integration strategies.

### 3. Project Finance

- Understand the various methods and financing strategies used in project finance.
- Identify regional factors and risks in the context of financing projects in infrastructure sectors like power, roads, ports, etc.
- Evaluate the various aspects, stakeholders, and stages of financing complex long-term projects.
- Effectively communicate a project financing strategy and plan to various stakeholders.

## Operations

### 1. Supply Chain Management and Analytics

- Appreciate the strategic role of supply chain management (SCM) and related analytics within different organisations.
- Understand the role of logistics, ethical sourcing, and supplier management within a local, regional, and global context to ensure effective SCM.
- Apply the concept of SCM Network Design to align organisational goals and supply chain objectives.
- Evaluate the SCM effectiveness across different industries using various analytical tools.
- Effectively communicate SCM decisions and outcomes to global teams and different stakeholders.
- Critically assess the impact of technological disruptions on SCM planning and execution decisions.

### 2. Project Management

- Understand the best practices in project conception, planning and execution in diverse settings.
- Apply best practices in scheduling and global resource allocation.
- Estimate optimal funding of project activities.
- Communicate project decisions and outcomes effectively to stakeholders.
- Plan and guide the project teams to minimise project-associated risks and help achieve organisational goals.
- Critically assess the impact of technological disruptions on project management planning and decisions.

### **3. Operations Excellence in Services and Manufacturing**

- Understand the role of quality and operations techniques to enhance manufacturing and service performance.
- Examine the importance of process mapping, benchmarking, and key performance indicators to enhance excellence.
- Critically evaluate the role of employee involvement in maximising operational efficiency in manufacturing and services.
- Effectively communicate operational optimisation procedures to internal and external stakeholders in a local, regional, and global context.
- Evaluate existing business processes using value stream mapping to enhance excellence.
- Critically assess the impact of technological disruptions on manufacturing and service delivery processes.

## **Entrepreneurship**

### **1. New Ventures**

- Understand the process of new business ventures or start-ups, including the practical problems, challenges and risks faced by an entrepreneur in managing a new business venture.
- Develop an initial 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 business venture.
- 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.
- Persuasively present (pitch) a new venture business proposal and plan individually and as a team.

### **2. Technology Entrepreneurship**

- Understand the process of technology entrepreneurship start-ups, including the practical problems, challenges and risks faced by an entrepreneur in setting up a new technology business venture.
- Develop an initial viable new technology 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 technology business venture.
- 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 technology venture business plan.
- Persuasively present (pitch) a new technology venture business proposal and plan individually and as a team.

### **3. Small Business Growth**

- Discuss the process of small business growth, including the practical problems, challenges and risks faced by an entrepreneur.
- Evaluate the role and impact of emerging technologies in small business growth.
- Develop a strategy for small business growth based on a review of internal operations and external analysis.
- Collaboratively formulate marketing and sales plans, organisational plans, location plans, financial plans and risk management plans to support the planned growth strategy.
- Effectively communicate to internal and external stakeholders the small business growth strategy and supporting plans.

## **Additional Electives**

### **1. Strategic HRM**

- Understand Strategic HRM (SHRM) frameworks and theories within an organisational context.
- Determine the interlinkages between Organisational strategy and Strategic HRM in creating human capital advantage.
- Design and develop innovative and integrated SHRM programs that influence workforce engagement, innovation and retention and employer branding.
- Evaluate the impact of ethical, cultural, organisational, and technological factors on the design and implementation of SHRM programs.
- Critically assess the effectiveness of the SHRM program through HR and workforce data analytics.
- Effectively communicate organisational HRM policies to internal and external stakeholders.

## 2. Corporate Turnaround

- Discuss the turnaround analysis, strategies, and processes for a distressed organisation.
- Evaluate different style(s) of strategic leadership behaviour appropriate for a turnaround situation.
- Identify and analyse the potential impact of emerging business issues and technological innovations and disruptions in turnaround strategies.
- Conduct a strategic analysis of an organisation in distress to recommend turnaround strategies.
- Persuasively communicate to key stakeholders your recommended strategy for a distressed organisation.

## 3. Blue Ocean Strategy

- Understand the fundamentals of industry dynamics and competitive positioning.
- Distinguish between a Red Ocean Strategy and a Blue Ocean Strategy.
- Develop a Blue Ocean Strategy through experiencing a Simulation.
- Apply Blue Ocean tools and frameworks to case studies and work experiences.
- Build the capability to think strategically on how to transform a company and its industry.

## Projects

### 1. Applied Strategic Project

- Identify a significant business issue to investigate.
- Develop an appropriate research framework, research methodology and project plan based on a review of relevant literature.
- Apply research knowledge and skills to undertake a responsible and ethical investigation of the research issue(s).
- Formulate solutions/alternatives to address complex business situations and propose/partly implement possible solutions.
- Effectively communicate project findings to specialist and non-specialist audiences.
- Develop an innovative and entrepreneurial mindset to help analyse existing and emerging problems in new ways.

### 2. Global Strategy Immersion Project

- Identify the problem and define the associated scope and objectives of the project.
- Synthesise secondary data about the chosen company within its external and internal operating environment.
- Apply strategy models/frameworks/theory to determine the positioning of the organisation.
- Recommend and justify short, medium, and long-term strategies for the company for a new country/market entry strategy.
- Contribute and collaborate as a team member to deliver a high-quality presentation and written project report.

## Executive Career Acceleration Pathway (ECAP)

- Produce a personal career strategy plan for the short, medium, and long term to excel in a chosen role, such as a general manager/business leader.
- Demonstrate the ability for reflective learning through journaling the key knowledge, skills and competence acquired through the ECAP initiative.
- Demonstrate the development and enhancement of a variety of 'soft' skills to become more effective managers and future leaders.
- Practice the ability to speak and present clearly and convincingly at increasingly higher levels of complexity within different regional and global contexts.
- Increase the size, quality, and boundary of your professional network.
- Evaluate the potential impact of technological disruptions on career and professional growth strategy.