



## Course Brief

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### Master of Management (AQF 9)

#### 1. Duration

|                       |                       |
|-----------------------|-----------------------|
| 1.5 years (full time) |                       |
| <i>Minimum</i>        | 1.5 years (full time) |
| <i>Maximum</i>        | 3 years (part time)   |

#### 2. Indicative student workload / volume of learning

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|--|
| 120 credit points  |
| Aligned with the volume of learning requirements of the Australian Qualifications Framework one AIB 10 credit point subject nominally involves 150 hours of study. Study-related activities may include formal classroom time, independent study, interaction with staff and peers, reflection, application in the workplace, assignment work, exam preparation and other. |

#### 3. Delivery modes

|  |     |
|--|-----|
| <i>Online</i>  | No  |
| <i>Blended (online supplemented with face-to-face classes)</i> | Yes |
| <i>Face-to-face</i>  | Yes |

#### 4. Admission requirements

|                                |  |
|--------------------------------|--|
| <i>Academic qualifications</i> | Applicants should normally meet one of the following criteria: <ul style="list-style-type: none"> <li>Bachelor Degree (AQF Level 7) or equivalent in business and commerce or related discipline area; or</li> <li>AQF Level 8 qualification (or equivalent) in any discipline.</li> </ul> |
| <i>Work experience</i>         | At least three years relevant work experience.<br>Applicants must have access to a workplace for their assignments and research.   |
| <i>English language</i>        | See Appendix A – English Language Requirements.  |

#### 5. Course rationale

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| This course is designed to provide graduates with advanced and integrated understanding and specialised skills in business administration and management, as well as the knowledge and skill to undertake effective research within the field of management. The course aims to develop graduates who will be able to apply their |
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contemporary knowledge and specialized skills in contexts requiring them to be creative and use initiative in new situations, with a high level of personal autonomy and accountability.

Graduates could utilize their advanced knowledge and specialized skills in middle to higher level management positions in the private, public or not-for profit sectors or as consultants or managers in their own business.

## 6. Learning outcomes

|  |   |   |
|--|---|---|
| On completion of this course students should be able to: |   |   |
| <i>Knowledge</i>   | 1 | Demonstrate advanced understanding of contemporary theory in management and practice in organisations.  |
|  | 2 | Demonstrate knowledge of research principles and methods relevant to investigating management and organisational issues in a work-based setting with particular focus on the use of case studies, action research and/or reflective practice. |
| <i>Skills</i>  | 3 | Investigate, analyse, synthesise and reflect critically on management and organisational theory and its relationship to practice in the workplace (using cognitive skills).   |
|  | 4 | Apply management and organisational theoretical concepts and techniques to different bodies of knowledge and to complex problems in professional practice (using technical skills).   |
|  | 5 | Generate ideas and evaluate complex concepts relating to management and organisational issues at an abstract level or in professional practice (using creative skills).   |
|  | 6 | Communicate complex management ideas and concepts to contribute to scholarly debate and/or to improve professional practice (using communication skills).   |
| <i>Application</i>                                       | 7 | Address new or complex management issues in the workplace with creativity, initiative, personal autonomy and accountability.  |
|  | 8 | Design and conduct a substantial research project in a business or professional workplace setting.  |

## 7. Course rules

|                        |  |
|------------------------|--|
| <i>General</i>         | <p>To qualify for the award of the degree of Master of Management a candidate shall accrue 120 credit points (with a minimum of 80 credit points at AQF Level 9) consisting of:</p> <ul style="list-style-type: none"> <li>• EITHER: 40 credit points of coursework subjects plus 80 credit points of research subjects (including 9905RMB Research Design and Methods, 9907PPROP Project Proposal and 60 credit point 9908RPROJ Research Project);</li> <li>• OR: 60 credit points of coursework subjects (with a maximum of 40 credit points at AQF Level 8) plus 60 credit points of research (including 9905RMB Research Design and Methods, 9907PPROP Project Proposal and 40 credit point 9909RPROJ_40 Research Project).</li> </ul>   |
| <i>Other protocols</i> | <p>The coursework electives (particularly where the candidate has chosen to complete an additional 20 credit points of coursework for the '60 credit point coursework' option) must be aligned with subject area of the Research Project.</p> <p>The word length of the Research Project will be</p> <ul style="list-style-type: none"> <li>• for the 40 credit point version: 15,000 to 20,000 in length (excluding references and appendices)</li> <li>• for the 60 credit point version: 20,000 to 30,000 words in length (excluding references and appendices).</li> </ul> <p>Candidates are required to conduct the research project ethically and responsibly according to AIB research policies and procedures and under the guidance of one or more AIB-appointed supervisors.</p> |

## 8. Course structure

| <i>Course Content</i>                      |  | <i>Subject Code</i>           | <i>AQF Level</i> | <i>Credit Points</i> |
|--|--|-------------------------------|------------------|----------------------|
| <b>Coursework (40 or 60 credit points)</b> | Maximum of 4 subjects at AQF Level 8 from the following electives: |                               |                  |                      |
|  | 1. Leadership  | 8001LEAD                      | Level 8          | 10                   |
|  | 2. Strategic Human Resource Management                             | 8003SHRM                      | Level 8          | 10                   |
|  | 3. Action Learning Principles and Practice                         | 8801ALPP                      | Level 8          | 10                   |
|  | 4. Developing the Learning Organisation                            | 8802DLO                       | Level 8          | 10                   |
|  | 5. Work-based Learning Facilitation                                | 8803WBLF                      | Level 8          | 10                   |
|  | 6. Financial Management  | 8006FMGT                      | Level 8          | 10                   |
|  | 7. Strategic Management  | 9001SMGT                      | Level 9          | 10                   |
|  | 8. Organisational Change through Action Research                   | 9903OCAR                      | Level 9          | 10                   |
|  | 9. Strategic Human Resource Development                            | 9015SHRD                      | Level 9          | 10                   |
| 10. Directed Readings                      | 9902DR   | Level 9                       | 10               |                      |
| <b>Research (60 or 80 credit points)</b>   | <b>Compulsory</b>  |                               |                  |                      |
|  | 1. Research Design and Methods                                     | 9905RMB                       | Level 9          | 10                   |
|  | 2. Project Proposal  | 9907PPROP                     | Level 9          | 10                   |
|  | 3. Research Project  | 9909RPROJ_40;<br>9908RPROJ_60 | Level 9          | 40 or 60             |

|                               |   |
|-------------------------------|---|
| <i>Proportion of research</i> | 60 out of 120 credit points = 50% OR 80 of 120 credit points = 67%                              |
| <i>Nature of research</i>     | Complete Research Design and Methods subject, conduct research, write a Research Project report |

## 9. Pre-requisites or Assumed Knowledge

The coursework component must normally be completed before starting the research component.

| <i>AQF Level</i> | <i>Subject Code</i>           | <i>Title</i>                                  | <i>Pre-requisite (to be completed before attempting the subject)</i> |
|------------------|-------------------------------|---|--|
| 9                | 9001SMGT                      | Strategic Management                          | 4 AQF Level 8 subjects   |
| 9                | 9903OCAR                      | Organisational Change through Action Research | Action Learning Principles and Practice (8801ALPP)                   |
| 9                | 9015SHRD                      | Strategic Human Resource Development          | Strategic Human Resource Management (8003SHRM)                       |
| 9                | 9908RPROJ_60;<br>9909RPROJ_40 | Research Project                              | Research Design and Methods (9905RMB) & Project Proposal (9907PPROP) |

## 10. Assessment approach

A diversity of assessment is used to assess achievement of learning outcomes. Each subject uses a mix of assessment items appropriate to subject learning outcomes.

Assessment items in coursework subjects include quizzes, Forum tasks, presentations, groupwork, reflection, assignments and exams. Assessment in research subjects focus on written assignments, proposal and research project report.

In all assessment AIB emphasises the application of knowledge and skills.

## 11. Exit points, articulation arrangements and pathways

|                                  |   |
|----------------------------------|---|
| <i>Exit points</i>               | <p>Candidates who successfully complete 40 credit points of coursework subjects can exit with a Graduate Certificate in Management.</p> <p>Candidates who, in addition to the requirements for a Graduate Certificate, complete the Research Design and Methods and the Project Proposal subjects and who substantially complete the literature review and methodology but who do not complete the overall thesis may, if recommended by the supervisor and if meeting requirements set out in AIB research policies and procedures, exit with a Graduate Diploma in Management.</p> <p>Candidates who complete a thesis that is not approved by the supervisor or that is failed by examiners may, if meeting requirements set out in AIB research policies and procedures, be awarded the Graduate Diploma in Management.</p> |
| <i>Articulation arrangements</i> | None.   |
| <i>Pathways</i>                  | The Master of Management provides a pathway to the Doctor of Business Administration.   |



## Appendix A – English Language Requirements

Applicants must meet the English language requirements in one of the following categories:

### **Category 1**

Applicants whose first language is not English need to demonstrate proficiency in English with a score\* as outlined in the table below.

|   | <i>Undergraduate<br/>(DipMgt, BBA)</i>                        | <i>Postgraduate<br/>(GradCert, MBA, MMgt)</i>                 | <i>Postgraduate Research<br/>(DBA, PhD)</i>                   |
|---|---|---|---|
| <i>Academic IELTS</i>                             | <b>6.0 or better</b> (with no individual band lower than 5.5) | <b>6.5 or better</b> (with no individual band lower than 6.0) | <b>7.0 or better</b> (with no individual band lower than 6.0) |
| <i>TOEFL</i>                                      | <b>550 or better</b>  | <b>575 or better</b>  | <b>600 or better</b>  |
| <i>TOEFL IBT</i>                                  | <b>80 or better</b>   | <b>91 or better</b>   | <b>94 or better</b>   |
| <i>TOEFL CBT</i>                                  | <b>213 or better</b>  | <b>235 or better</b>  | <b>250 or better</b>  |
| <i>PTE</i>  | <b>50 or better</b>   | <b>58 or better</b>   | <b>65 or better</b>   |
| <i>Cambridge English CAE and CPE (from 2015)</i>  | <b>169 or better</b>  | <b>176 or better</b>  | <b>185 or better</b>  |
| <i>CTC General Certificate of Education (GCE)</i> | <b>A levels with D or better in English</b>                   | <b>A levels with C or better in English</b>                   | <b>A levels with A in English</b>                             |

\*English Language Test results are valid for two years up to the date of commencement at AIB.

### **Category 2 – for Postgraduate coursework**

#### **Evidence of successful completion of secondary education in English**

Applicants who have successfully completed secondary education (equivalent to Australian Senior Certificate of Education) that was taught and assessed in English in one of the countries listed below where English is the first language:

|                        |                          |
|------------------------|--------------------------|
| Australia              | Republic of Ireland      |
| Canada (except Quebec) | Scotland                 |
| England                | South Africa             |
| New Zealand            | United States of America |
| Northern Ireland       | Wales                    |

### **Category 3 – for Postgraduate coursework**

#### **Evidence of successful completion of tertiary education in English**

Applicants who have successfully completed tertiary education (equivalent to AQF Level 5 or above) that was taught and assessed in English in one of the countries listed below where the medium of instruction was in English\*:

|                          |                  |                  |                    |
|--------------------------|------------------|------------------|--------------------|
| Antigua and Barbuda      | Botswana         | Kiribati         | Singapore          |
| Australia                | Cameroon         | Liberia          | Solomon Islands    |
| New Zealand              | Cook Islands     | Malawi           | St Kitts and Nevis |
| United States of America | Dominica         | Maldives         | St Lucia           |
| Great Britain            | Falkland Islands | Mauritius        | Tanzania           |
| Canada                   | Fiji             | Namibia          | Trinidad & Tobago  |
| South Africa             | Gambia           | Nauru            | Uganda             |
| Republic of Ireland      | Ghana            | Nigeria          | Vanuatu            |
| American Samoa           | Gibraltar        | Papua New Guinea | Zambia             |
| Bahamas                  | Grenada          | Philippines      | Zimbabwe           |
| Barbados                 | Guyana           | Samoa            |                    |
| Belize                   | Jamaica          | Seychelles       |                    |
| Bermuda                  | Kenya            | Sierra Leone     |                    |

*\*Medium of Instruction in English is assessed against the Country Education Profiles on Australian Education International (AEI) or the National Academic Recognition Information Centre (NARIC UK). English Instruction will only be accepted if AEI or NARIC UK states that English is the language of instruction relevant to the country, education level or Institution.*

### **Category 4 – for Postgraduate coursework**

Documentary evidence of at least 2 years full-time-work experience in an English-speaking professional work environment in Australia, New Zealand, UK, USA, Republic of Ireland, South Africa or Canada OR at least 2 years full time professional employment in an English speaking multi-national company, within 2 years of admission into the AIB program\*\*

#### **OR**

Residency in an English-speaking country for at least 5 years. The applicant must be able to provide evidence they have lived in Australia, or other predominantly English-speaking country for a period of 5 years or more, immediately prior to the commencement of studies at AIB. During residency, the applicant should have been involved in activities that exercise English language skills and be able to provide references showing how the skills were developed. Copies of passports and/or visas and/or citizenship papers to provide duration of residency may also be required. Letters from employers may also be used to support this\*\*

#### **AND**

Completion of Tracktest Online English Proficiency assessment, with a required result of C1 or above.

\*\*Applicants will be required to provide passport and residency/citizenship documents AND letter from employer stating their position title, duties undertaken, employment duration, level of spoken and written English. Relevant supporting documents from employers may also be requested by AIB. Additionally, applicants will be required to undergo English language proficiency assessment by AIB.

\*\*\*Designated English-speaking countries<sup>o</sup>: Australia, Bahamas, Barbados, Belize, Botswana, Canada (except for Quebec), Fiji, Gibraltar, Ghana, Guyana, Ireland, Jamaica, Kenya, Lesotho, Liberia, New Zealand, Nigeria, Papua New Guinea, Samoa, Singapore, Solomon Islands, South Africa, The Gambia, Tonga, Trinidad and Tobago, United Kingdom (including Northern Ireland), United States of America, Zambia, Zimbabwe.

<sup>o</sup>English is assessed against the Country Education Profiles on Australian Education International (AEI) or the National Academic Recognition Information Centre (NARIC UK). English Instruction will only be accepted if AEI or NARIC UK states that English is the official or primary language relevant to the country.