



AIB Course Briefs – Coursework and Research Courses

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[Graduate Certificate in Research Methodologies – GCRM Brief](#)

[Graduate Diploma in Management – GDM Brief](#)

[Master of Business Administration – MBA Brief](#)

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English Language Requirements:

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Course Brief

Graduate Certificate in Management [GCM] (AQF 8)

1. AQF Qualification Type

Level 8 Graduate Certificate

2. Duration

Accelerated:	n/a
Standard Full time:	6 months (3 terms, it is possible to complete the GCM in 6 months by students eligible to study concurrent subjects ¹)
Standard Part time:	8 months (4 terms)

3. Indicative Student Workload / Volume of Learning

The Graduate Certificate in Management course accounts for 40 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 independent study, interaction with staff and peers, reflection, application in the workplace, assignment work and other.

4. Delivery Modes

Online only

5. Admission Requirements

Applicants must meet one of the following Academic Qualifications criteria:

- A Bachelor's Degree (AQF Level 7) and at least 2 years relevant work experience; or
- A Level 6 Qualification or learning equivalent to a Level 6 Qualification and at least 3 years relevant work experience; or
- A minimum of 5 years relevant work experience of which at least 3 years Management experience or significant Technical experience which is deemed acceptable by the Academic Dean (or nominee); or
- Graduate Management Admission Test (GMAT) with a minimum score of 550 and at least 3 years relevant work experience.

¹ For full eligibility criteria, refer to Student Handbook: <https://www.aib.edu.au/students/handbook/study-with-aib/enrolment-and-subject-selection/#accelerating-studies>

Applicants must meet English language requirements: See [Appendix A for English Language Requirements](#).

Applicants should be aware that assessments are work-oriented.

Other conditions: Applicants are required to complete the study readiness survey as part of their application process.

6. Course Rationale

This course is designed to provide graduates with specialised knowledge and skills in Business Management. The course aims to develop graduates who will be able to apply their knowledge and skills in contexts requiring planning and evaluation of the work of others, high level, independent judgment and responsibility and accountability for personal outputs and the work of others assigned to them as a manager. Graduates could utilise their specialised knowledge and skills in management related roles in the private, public or not-for-profit sectors or within their own business.

7. Course Learning Outcomes (CLOs)

CLOs are mapped against the requirements of the AQF Level of this course as follows:

No.	On completion of this course students should be able to:	AQF Level Mapping
1.	Demonstrate understanding of contemporary business theory and practice.	Knowledge; Application of Knowledge and Skills
2.	Apply leadership and team membership skills needed for designing and coordinating business change and innovation.	Application of Knowledge and Skills
3.	Demonstrate ability to apply innovative approaches, techniques and ethical perspectives to the solution of business problems.	Skills; Application of Knowledge and Skills
4.	Evaluate key management concepts and organisational issues and make evidence-based decisions.	Knowledge; Skills; Application of Knowledge and Skills
5.	Present or transfer knowledge, skills and ideas to others clearly, persuasively and credibly.	Skills; Application of Knowledge and Skills
6.	Evaluate methodologies and existing research to enable the planning and execution of scholarly work.	Knowledge; Skills; Application of Knowledge and Skills

8. Course Rules

General:

- The Graduate Certificate in Management comprises 4 subjects (equivalent to 40 credit points) at least 3 at AQF Level 8; alternatively, equivalent subjects at AQF Level 8 (or higher) may be substituted with the approval of the Academic Dean.
- To qualify for the award of Graduate Certificate in Management a candidate shall accrue an aggregate of 40 credit points with at least 30 points at AQF Level 8 and at most 10 points at AQF Level 9.

Other Protocols:

- 8001LEAD Leadership should be undertaken as the First Subject in the course.
- 8007SMGT Strategic Management should be undertaken as the Second Subject in the course.²
Students that enter the GCM through the Management Experience pathway will be required to complete the AIB orientation.

² 8007SMGT is the second core subject for cohorts who commence this course on or after 1 January 2023. Students who commenced the course prior to 31 December 2022 should undertake 8002MMGT as the second core subject.

9. Course Structure

Subject Title	Subject Code	AQF Level	Credit Points
1. Leadership (First Subject)	8001LEAD	Level 8	10
2. Strategic Management (Second Subject for students who commence the course after 1 January 2023)	8007SMGT ³	Level 8	10
3. Marketing Management (Second Subject for students who commenced the course prior to 31 December 2022)	8002MMGT	Level 8	10
4. Strategic Human Resource Management	8003SHRM	Level 8	10
5. Financial Management	8006FMGT	Level 8	10
6. Corporate Governance	8005CGOV ⁴	Level 8	10
7. Operations Management	8004OMGT	Level 8	10
8. Strategic Management	9001SMGT ⁵	Level 9	10
9. Corporate Governance	9005CGOV ⁶	Level 9	10
10. Project Management	9011PMGT	Level 9	10

10. Pre-Requisites or Assumed Knowledge

AQF Level	Subject Code	Subject Title	Pre-Requisite to be completed before attempting the subject
Level 9	9001SMGT	Strategic Management	At least 3 AQF Level 8 subjects
Level 9	9005CGOV	Corporate Governance	At least 3 AQF Level 8 subjects
Level 9	9011PMGT	Project Management	At least 3 AQF Level 8 subjects which must include Operations Management (8004OMGT)

11. 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, including but not limited to quizzes, forum tasks, reflection, essays, reports etc. All subjects apart from Leadership (8001LEAD) comprise a final capstone assessment worth a minimum of 55%. The capstone assessment for Leadership must be worth 50%.

In all assessment AIB emphasises the application of knowledge and skills. Assignments focus on a work-based issue or enable the student to use a workplace as the focus of the assignment.

12. Exit Points, Articulation Arrangements and Pathways

Exit Points: None

Articulation Arrangements: None

Pathways:

The Graduate Certificate in Management provides a pathway to the following courses:

- 1) Graduate Diploma in Management;

³ Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023.

⁴ Subject offering as per this Subject Code will be taught out by 31 December 2025.

⁵ See footnote 4.

⁶ See footnote 3.

- 2) Master of Business Administration; and
- 3) Master of Management.

13. Constructive Alignment

The Course Learning Outcomes are as per Section 7 of this Course Brief:

Graduate Qualities ⁷	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Commit to ethical practice, professional integrity and principled behaviour.			x	x		x
Communicate effectively in all mediums and genuinely listen to the views of others.	x	x	x	x	x	x
Critically evaluate information from diverse sources to make informed and timely decisions.	x	x	x	x		x
Be curious and adaptive; seek out new knowledge and ideas and be receptive to different approaches and perspectives.	x	x	x	x		x
Engage respectfully and effectively with others and embrace and welcome diversity.					x	x
Be strategic, resilient and authentic leaders, mindful of the impact of decisions and behaviours on others.	x	x				
Be committed to social, cultural, business and environmental sustainability.	x		x	x		x

⁷ Graduate Qualities as per [Graduate Qualities Policy](#), V6 (29 September 2022)

Course Brief

Graduate Certificate in Research Methodologies [GCRM] (AQF 8)

1. AQF Qualification Type

Level 8 Graduate Certificate

2. Duration

Standard Full Time: 6 months (candidates eligible to study concurrent subjects)

Standard Part Time: 8 months (4 terms)

Maximum course duration is detailed in the Academic Progress Procedure.

3. Indicative Candidate Workload/Volume of Learning

The GCRM course accounts for 40 Credit Points.

Aligned with the volume of learning requirements of the Australian Qualifications Framework (AQF) one AIB 10 Credit Point subject nominally involves 150 hours of study. Study-related activities may include directed learning such as webinars, independent study, interaction with staff and peers, reflection, individual study, application in the workplace, assignment work and other.

4. Delivery Modes

Online only

5. Admission Requirements

Applicants must meet one of the following Academic Qualifications criteria:

- A Bachelor Degree (AQF Level 7); or
- A Graduate Management Admission Test (GMAT) with a minimum score of 550 and at least 3 years relevant work experience.

Applicants must meet English language requirements: See [Appendix A – English Language Requirements](#).

6. Course Rationale

This course is designed to provide graduates with specialised knowledge and skills in applied research and research methods such as literature review skills, critical thinking, action research and action learning, quantitative, or case study research. The course aims to develop graduates who will be able to apply their knowledge and skills in contexts requiring the design, implementation and evaluation of research projects based either in workplace, organisational or industry settings. Such projects would require sound independent judgment, responsibility and accountability. Graduates could utilise their knowledge and skills in specialised evidence-based projects in the private, public or not-for-profit sectors or in the management of their own business.

7. Course Learning Outcomes (CLOs)

The CLOs are mapped against the requirements of the AQF Level of this course as follows.

No.	On completion of this course candidates should be able to:	AQF Level Mapping
1.	Demonstrate knowledge of the literature in one or more business-related disciplines.	Knowledge
2.	Demonstrate significant knowledge of research methodologies with a particular focus on the use of case studies, action research, mixed methods, quantitative, and/or reflective practice.	Knowledge; Skills
3.	Evaluate and communicate new or complex management issues with creativity, initiative, personal autonomy, ethical accountability and applying them in a professional workplace setting.	Skills; Application of Knowledge and Skills
4.	Generate and communicate ideas and evaluate complex concepts relating to a specialised research project.	Skills; Application of Knowledge and Skills

8. Course Rules

General Rules:

The Graduate Certificate in Research Methodologies comprises 4 subjects (equivalent to 40 credit points), 2 subjects at AQF Level 8 and 2 subjects at AQF Level 9.

Other Protocols:

The AIB Research Orientation Module is mandatory and must be completed within 4 weeks from the commencement of the course.

9. Course Structure

The course content is detailed in the two tables below.

Subject Type	Subject Title	Subject Code	AQF Level	Credit Points
Core Subject	Introduction to Applied Research (First Core subject)	8901IAR	Level 8	10
Core Subject	Research Methodologies	9915RM	Level 9	10

Subject Type	Subject Title	Subject Code	AQF Level	Credit Points
Elective Subject	At least one of the following subjects: 1. Action Research Action Learning 2. Qualitative Case Study Research 3. Mixed Methods Research 4. Quantitative Methods	9912ARAL	Level 9	10
		9901CSR	Level 9	10
		9913MMR	Level 9	10
		9916QM	Level 9	10

Students must choose one of the following Level 8 elective subjects, ensuring all specified pre-requisites being met.

Subject Type	Subject Title	Subject Code	AQF Level	Credit Points
Elective Subject	1. Leadership	8001LEAD	Level 8	10
	2. Marketing Management	8002MMGT	Level 8	10
	3. Strategic Human Resource Management	8003SHRM	Level 8	10
	4. Operations Management	8004OMGT	Level 8	10
	5. Corporate Governance	8005CGOV ¹	Level 8	10
	6. Financial Management	8006FMGT	Level 8	10
	7. Strategic Management	8007SMGT ²	Level 8	10

10. Pre-Requisites or Assumed Knowledge

AQF Level	Subject Code	Subject Title	Pre-Requisite(s) to be completed before attempting the subject
Level 9	9915RM	Research Methodologies	Introduction to Applied Research (8901IAR)
Level 9	9912ARAL	Action Research Action Learning	Research Methodologies (9915RM)
Level 9	9901CSR	Qualitative Case Study Research	Research Methodologies (9915RM)
Level 9	9913MMR	Mixed Methods Research	Research Methodologies (9915RM)
Level 9	9916QM	Quantitative Methods	Research Methodologies (9915RM)

11. 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. In all assessment AIB emphasises the application of knowledge and skills. Assignments focus on a work-based issue or enable the candidate to use a workplace as the focus of the assignment.

¹ Subject offering as per this Subject Code will be taught out by 31 December 2025

² Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023

12. Exit Points, Articulation Arrangements and Pathways

Exit Points: None

Articulation Arrangements: Refer to the Articulation Register.

Pathways: The Graduate Certificate Research Methodologies provides a pathway to the Master of Management (MMgt).

13. Constructive Alignment

The Course Learning Outcomes are as per section 7 of this Course Brief.

Graduate Qualities ³	CLO1	CLO2	CLO3	CLO4
Commit to ethical practice, professional integrity and principled behaviour.		x	x	
Communicate effectively in all mediums and genuinely listen to the views of others.			x	x
Critically evaluate information from diverse sources to make informed and timely decisions.	x	x	x	x
Be curious and adaptive; seek out new knowledge and ideas and be receptive to different approaches and perspectives.	x		x	x
Engage respectfully and effectively with others and embrace and welcome diversity.			x	
Be strategic, resilient and authentic leaders, mindful of the impact of decisions and behaviours on others.				x
Be committed to social, cultural, business and environmental sustainability.	x			x

³ Graduate Qualities as per [Graduate Qualities Policy](#), V6 (29 September 2022).

Course Brief

Graduate Diploma in Management [GDM] (AQF 8)

1. AQF Qualification Type

Level 8 Graduate Diploma

2. Duration

Accelerated:	10 months (5 terms, it is possible to complete the GDM in 10 months by students eligible to study concurrent subjects ¹)
Standard Full time:	12 months (6 terms, some concurrent study will be required)
Standard Part time:	16 months (8 terms)

3. Indicative Student Workload/Volume of Learning

The Graduate Diploma in Management accounts for 80 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 independent study, interaction with staff and peers, reflection, application in the workplace, assignment work and other.

4. Delivery Modes

Online only

5. Admission Requirements

Applicants must meet one of the following Academic Qualifications criteria:

- A Bachelor's Degree (AQF Level 7) or equivalent; or
- AQF Level 8 qualification (or equivalent) in any discipline; or
- A Graduate Certificate in Management.

Work Experience: Applicants must have at least 3 years relevant work experience. Assessments are work-oriented.

Applicants must meet English language requirements: See [Appendix A – English Language Requirements](#).

¹ For full eligibility criteria, refer to Student Handbook: <https://www.aib.edu.au/students/handbook/study-with-aib/enrolment-and-subject-selection/#accelerating-studies>

Other Conditions: Applicants are required to complete the study readiness survey as part of their application process.

6. Course Rationale

This course is designed to provide graduates with specialised knowledge and skills in business management and understanding of contemporary business theories. The course aims to develop graduates who will be able to apply their knowledge and skills in contexts requiring planning and evaluation of the work of others, to inform business judgment and responsibility and accountability for personal outputs and the work of others assigned to them as a Manager. Graduates could utilise their specialised knowledge and skills in management related roles in the private, public or not-for-profit sectors or within their own business.

7. Course Learning Outcomes (CLOs)

CLOs are mapped against the requirements of the AQF Level of this course as follows:

No.	On completion of this course students should be able to:	AQF Level Mapping
1.	Demonstrate well informed understanding of contemporary business theory and practice.	Knowledge; Application of Knowledge and Skills
2.	Apply well developed leadership and team membership skills needed for designing and coordinating business change and innovation.	Application of Knowledge and Skills
3.	Demonstrate ability to apply innovative approaches, techniques and ethical perspectives to the solution of business problems.	Skills; Application of Knowledge and Skills
4.	Evaluate key management concepts and organisational issues and make evidence-based decisions.	Knowledge; Skills; Application of Knowledge and Skills
5.	Present or transfer knowledge, skills and ideas to others clearly, persuasively and credibly.	Skills; Application of Knowledge and Skills
6.	Evaluate methodologies and existing research to enable the planning and execution of sound scholarly work.	Knowledge; Skills; Application of Knowledge and Skills

8. Course Rules

General Rules:

- The Graduate Diploma in Management builds on the Graduate Certificate in Management and it comprises 8 subjects (equivalent to 80 credit points).
- To qualify for the award of Graduate Diploma in Management a candidate shall accrue an aggregate of 80 Credit Points with at least 30 points at AQF Level 8.

Other Protocols:

- 8001LEAD Leadership should be undertaken as the First Subject in the course.
- 8007SMGT Strategic Management should be undertaken as the Second Subject in the course.²

² 8007SMGT is the second core subject for cohorts who commence this course on or after 1 January 2023. Cohorts who commenced the course prior to 31 December 2022 should undertake 8002MMGT as the second core subject.

9. Course Structure

Subject Title	Subject Code	AQF Level	Credit Points
Leadership (First Subject)	8001LEAD	Level 8	10
Strategic Management (Second Subject for students who commence the course after 1 January 2023)	8007SMGT ³	Level 8	10
Marketing Management (Second Subject for students who commenced the course prior to 31 December 2022)	8002MMGT	Level 8	10
Strategic Human Resource Management	8003SHRM	Level 8	10
Financial Management	8006FMGT	Level 8	10
Corporate Governance	8005CGOV ⁴	Level 8	10
Corporate Governance	9005CGOV ⁵	Level 9	10
Operations Management	8004OMGT	Level 8	10
Strategic Management	9001SMGT ⁶	Level 9	10
Project Management	9011PMGT	Level 9	10
Entrepreneurship	9002ENT	Level 9	10
International Business	9004IB	Level 9	10
Corporate Finance	9006CFIN	Level 9	10
Financial Markets and Institutions	9007FMI	Level 9	10
Investment Management	9008INMT	Level 9	10
Procurement and Global Logistics Management	9009PGLM	Level 9	10
Global Supply Chain Management	9012GSCM	Level 9	10
Digital Marketing	9013DM	Level 9	10
New Product Design	9014NPD	Level 9	10
Organisational Learning and Development	9015OLAD	Level 9	10
Managing People in a Global Context	9018MPGC	Level 9	10
Managing Change	9019MC	Level 9	10
Consumer Behaviour	9023CB	Level 9	10
Cyber Security for Managers	9024CSM	Level 9	10
Artificial Intelligence for Business	9025AIFB	Level 9	10
Business Consulting	9026BC	Level 9	10
Directed Study	9027DS	Level 9	10
Business Analytics for Managers	9028BAM	Level 9	10

10. Pre-Requisites or Assumed Knowledge

AQF Level	Subject Code	Subject Title	Pre-Requisite to be completed before attempting the subject
Level 9	9001SMGT ⁷	Strategic Management	At least 3 AQF Level 8 subjects
Level 9	9005CGOV ⁸	Corporate Governance	At least 3 AQF Level 8 subjects

³ Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023.

⁴ Subject offering as per this Subject Code will be taught out by 31 December 2025.

⁵ See footnote 3.

⁶ See footnote 4.

⁷ See footnote 3.

⁸ See footnote 3.

AQF Level	Subject Code	Subject Title	Pre-Requisite to be completed before attempting the subject
Level 9	9011PMGT	Project Management	At least 3 AQF Level 8 subjects which must include Operations Management (8004OMGT)
Level 9	9006CFIN	Corporate Finance	Financial Management (8006FMGT)
Level 9	9007FMI	Financial Management and Institutions	Financial Management (8006FMGT)
Level 9	9014NPD	New Product Design	Marketing Management (8002MMGT)
Level 9	9008INMT	Investment Management	Financial Management (8006FMGT)
Level 9	9009PGLM	Procurement and Global Logistics Management	Operations Management (8004OMGT)
Level 9	9012GSCM	Global Supply Chain Management	Operations Management (8004OMGT)
Level 9	9013DM	Digital Marketing	Marketing Management (8002MMGT)
Level 9	9018MPGC	Managing People in a Global Context	Strategic Human Resource Management (8003SHRM)
Level 9	9019MC	Managing Change	Strategic Human Resource Management (8003SHRM)
Level 9	9023CB	Consumer Behaviour	Marketing Management (8002MMGT)
Level 9	9027DS	Directed Study	All AQF Level 8 subjects

11. 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, including but not limited to quizzes, forum tasks, reflection, essays, reports etc. All subjects apart from Leadership (8001LEAD) comprise a final capstone assessment worth a minimum of 55%. The capstone assessment for Leadership must be worth 50%.

In all assessment AIB emphasises the application of knowledge and skills. Assignments focus on a work-based issue or enable the student to use a workplace as the focus of the assignment.

12. Exit Points, Articulation Arrangements and Pathways

Exit Points: Students who successfully complete 4 subjects (at least 3 at AQF Level 8 and a maximum of 1 subject at AQF level 9) from the Graduate Diploma in Management can exit with the Graduate Certificate in Management.

Articulation Arrangements: None

Pathways:

Applicants with the Graduate Certificate (AQF Level 8) or 4 AQF Level 8 subjects in Business and Commerce or a related discipline area will be granted advanced standing of up to 40 credit points in the Graduate Diploma in Management.

The Graduate Diploma in Management provides a pathway to the Master of Business Administration.

13. Constructive Alignment

The Course Learning Outcomes are as per Section 7 of this Course Brief.

Graduate Qualities ⁹	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Commit to ethical practice, professional integrity and principled behaviour.	x			x		
Communicate effectively in all mediums and genuinely listen to the views of others.	x	x	x	x	x	x
Critically evaluate information from diverse sources to make informed and timely decisions.	x	x	x	x		x
Be curious and adaptive; seek out new knowledge and ideas and be receptive to different approaches and perspectives.	x	x	x	x		x
Engage respectfully and effectively with others and embrace and welcome diversity.					x	x
Be strategic, resilient and authentic leaders, mindful of the impact of decisions and behaviours on others.	x	x				
Be committed to social, cultural, business and environmental sustainability.	x		x	x		x

⁹ Graduate Qualities as per [Graduate Qualities Policy](#), V6 (29 September 2022)

Course Brief

Master of Business Administration [MBA] (AQF 9)

Also including:

MBA (Entrepreneurial Management)

MBA (Finance)

MBA (Human Resource Management)

MBA (Logistics and Supply Chain Management)

MBA (Marketing Management)

1. AQF Qualification Type

Level 9 Masters Degree by Coursework

2. Duration

Accelerated:	12 months (6 terms, it is possible to complete the MBA in 12 months by students eligible to study concurrent subjects and not working full time ¹)
Standard Full time:	18 months (9 terms, some concurrent study will be required)
Standard Part time:	24 months (12 terms)

3. Indicative Student Workload / Volume of Learning

The Master of Business Administration course accounts for 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 independent study, interaction with staff and peers, reflection, application in the workplace, assignment work and other.

4. Delivery Modes

Online only

5. Admission Requirements

Applicants must meet one of the following Academic Qualifications criteria:

1. Bachelor's Degree (AQF Level 7) or equivalent; or
2. AQF Level 8 Qualification (or equivalent) in any discipline; or
3. Graduate Certificate in Management.

¹ Effective from Term 3, 2022. For full eligibility criteria, refer to Student Handbook:

<https://www.aib.edu.au/students/handbook/study-with-aib/enrolment-and-subject-selection/#accelerating-studies>

Applicants must meet English language requirements: See [Appendix A for English Language Requirements](#).

Work Experience: Applicants must have at least 3 years relevant work experience. Assessments are work-oriented.

Other Conditions:

1. Applicants are required to complete the study readiness survey as part of their application process.
2. MBA graduates who wish to complete a second MBA must have a minimum GPA of 3.0 in the first MBA.

6. Course Rationale

This course is designed to provide graduates with advanced, integrated knowledge and skills in business administration as well as the knowledge and skills to undertake effective business projects. The course aims to develop graduates who will be able to apply their contemporary knowledge and specialised skills in contexts requiring them to use creativity and initiative in new situations with a high level of personal autonomy and accountability. Graduates could utilise their advanced knowledge and specialised skills in middle to higher management roles in the private, public or not-for-profit sectors or within their own businesses.

7. Course Learning Outcomes (CLOs)

CLOs are mapped against the requirements of the AQF Level of this course as follows:

No.	On completion of this course students should be able to:	AQF Level Mapping
1.	Demonstrate advanced understanding of contemporary business theory and practice.	Knowledge; Application of Knowledge and Skills
2.	Apply leadership and team membership skills needed for designing, implementing and coordinating business change and innovation.	Application of Knowledge and Skills
3.	Demonstrate ability to apply innovative approaches, techniques and ethical perspectives to the solution of business problems.	Skills; Application of Knowledge and Skills
4.	Evaluate complex management concepts and organisational issues and make evidence-based decisions.	Knowledge; Skills; Application of Knowledge and Skills
5.	Present or transfer knowledge, skills and ideas to others clearly, persuasively and credibly.	Skills; Application of Knowledge and Skills
6.	Evaluate methodologies and synthesise existing research to enable the creative planning and execution of applied scholarship.	Knowledge; Skills; Application of Knowledge and Skills

8. Course Rules

General Rules:

- The course comprises 9 compulsory core subjects (including 3 at AQF Level 9) and 3 elective subjects (at AQF Level 9) accounting for 12 subjects to be completed in the duration of the course as outlined in section 2.

- To qualify for the award of the degree of Master of Business Administration, a candidate shall accrue an aggregate of 120 credit points including satisfactory completion of the core subjects (90 credit points).

Specialisations:

To qualify for the award of a Master of Business Administration Specialised Degree, a candidate shall accrue 30 credit points (for 3 Elective Subjects) in a relevant specialisation.

Other Protocols:

- 8001LEAD Leadership should be undertaken as the first subject in the course.
- 8007SMGT Strategic Management should be undertaken as the second subject in the course.²
- 9050PROJ Project is the capstone subject and should be undertaken at the end of the course. It is recommended that students complete the 9050PROJ Project (or 9051PRJB Project B) in their specialisation (if a specialisation is selected).
- MBA graduates who wish to complete a second MBA must complete at least 40 credit points of coursework including:
 - 9050PROJ Project or 9051PRJB Project B³;
 - Directed Study in lieu of a specialisation subject completed in the first MBA⁴.

9. Course Structure

The course content is detailed below for MBA and its specialisations.

Subject Type	Subject Title	Subject Code	AQF Level	Credit Points
Core Subject	Leadership (First Subject)	8001LEAD	Level 8	10
Core Subject	Strategic Management (Second Subject for students who commence the course after 1 January 2023)	8007SMGT ⁵	Level 8	10
Core Subject	Marketing Management (Second Subject for students who commenced the course prior to 31 December 2022)	8002MMGT	Level 8	10
Core Subject	Strategic Human Resource Management	8003SHRM	Level 8	10
Core Subject	Operations Management	8004OMGT	Level 8	10
Core Subject	Corporate Governance	8005CGOV ⁶	Level 8	10
Core Subject	Financial Management	8006FMGT	Level 8	10
Core Subject	Corporate Governance	9005CGOV ⁷	Level 9	10
Core Subject	Strategic Management	9001SMGT ⁸	Level 9	10
Core Subject	Project Management	9011PMGT	Level 9	10
Core Subject	Project (Capstone subject)	9050PROJ	Level 9	10
Core Subject	Project B (Capstone subject) ⁹	9051PRJB	Level 9	10

² 8007SMGT is the second core subject for cohorts who commence this course on or after 1 January 2023. Cohorts who commenced the course prior to 31 December 2022 should undertake 8002MMGT as the second core subject.

³ Project B is only available to candidates who have previously completed an AIB MBA and are undertaking a second AIB MBA.

⁴ 9027DS Directed Study is only available as a specialisation subject only to candidates who have completed an AIB MBA and who previously completed a specialisation subject in their previous AIB MBA which is in their chosen specialisation for the second MBA.

⁵ Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023.

⁶ Subject offering as per this Subject Code will be taught out by 31 December 2025.

⁷ See footnote 5.

⁸ See footnote 6.

⁹ See footnote 3.

Elective Subject	Entrepreneurship	9002ENT	Level 9	10
Elective Subject	International Business	9004IB	Level 9	10
Elective Subject	Corporate Finance	9006CFIN	Level 9	10
Elective Subject	Financial Markets and Institutions	9007FMI	Level 9	10
Elective Subject	Investment Management	9008INMT	Level 9	10
Elective Subject	Procurement and Global Logistics Management	9009PGLM	Level 9	10
Elective Subject	Global Supply Chain Management	9012GSCM	Level 9	10
Elective Subject	Digital Marketing	9013DM	Level 9	10
Elective Subject	New Product Design	9014NPD	Level 9	10
Elective Subject	Organisational Learning and Development	9015OLAD	Level 9	10
Elective Subject	Managing People in a Global Context	9018MPGC	Level 9	10
Elective Subject	Managing Change	9019MC	Level 9	10
Elective Subject	Consumer Behaviour	9023CB	Level 9	10
Elective Subject	Cyber Security for Managers	9024CSM	Level 9	10
Elective Subject	Artificial Intelligence for Business	9025AIFB	Level 9	10
Elective Subject	Business Consulting	9026BC	Level 9	10
Elective Subject	Directed Study	9027DS	Level 9	10
Elective Subject	Business Analytics for Managers	9028BAM	Level 9	10

MBA Specialisations

Human Resource Management Specialisation Subjects	Subject Code	AQF Level	Credit Points
1. Managing People in a Global Context	9018MPGC	Level 9	10
2. Organisational Learning and Development	9015OLAD	Level 9	10
3. Managing Change	9019MC	Level 9	10
4. Directed Study	9027DS ¹	Level 9	10

Logistic and Supply Chain Management Specialisation Subjects	Subject Code	AQF Level	Credit Points
1. Global Supply Chain Management	9012GSCM	Level 9	10
2. International Business	9004IB	Level 9	10
3. Procurement and Global Logistics Management	9009PGLM	Level 9	10
4. Directed Study	9027DS ²	Level 9	10

Marketing Management Specialisation Subjects	Subject Code	AQF Level	Credit Points
1. Consumer Behaviour	9023CB	Level 9	10
2. New Product Design	9014NPD	Level 9	10
3. Digital Marketing	9013DM	Level 9	10
4. Directed Study	9027DS ³	Level 9	10

¹ 9027DS Directed Study is only available as a specialisation subject only to candidates who have completed an AIB MBA and who previously completed a specialisation subject in their previous AIB MBA which is in their chosen specialisation for the second MBA.

² See footnote 1

³ See footnote 1

Entrepreneurial Management Specialisation Subjects	Subject Code	AQF Level	Credit Points
1. Entrepreneurship	9002ENT	Level 9	10
2. New Product Design	9014NPD	Level 9	10
3. Business Consulting	9026BC	Level 9	10
4. Directed Study	9027DS ⁴	Level 9	10

Finance Specialisation Subjects	Subject Code	AQF Level	Credit Points
1. Financial Markets and Institutions	9007FMI	Level 9	10
2. Corporate Finance	9006CFIN	Level 9	10
3. Investment Management	9008INMT	Level 9	10
4. Directed Study	9027DS ⁵	Level 9	10

10. Pre-requisites or Assumed Knowledge

Core Subjects must be undertaken before starting the Elective/Specialisation Subjects.

AQF Level	Subject Code	Subject Title	Pre-Requisite to be completed before attempting the subject
Level 9	9005CGOV ⁶	Corporate Governance	At least 3 AQF Level 8 subjects
Level 9	9001SMGT ⁷	Strategic Management	At least 3 AQF Level 8 subjects
Level 9	9050PROJ	Project	All AQF Level 8 subjects and at least 4 AQF Level 9 Electives (10 subjects in total)
Level 9	9051PRJB ⁸	Project B	An MBA award
Level 9	9006CFIN	Corporate Finance	Financial Management (8006FMGT)
Level 9	9007FMI	Financial Management and Institutions	Financial Management (8006FMGT)
Level 9	9008INMT	Investment Management	Financial Management (8006FMGT)
Level 9	9009PGLM	Procurement and Global Logistics Management	Operations Management (8004OMGT)
Level 9	9011PMGT	Project Management	At least 3 AQF Level 8 subjects which must include Operations Management (8004OMGT)
Level 9	9012GSCM	Global Supply Chain Management	Operations Management (8004OMGT)
Level 9	9013DM	Digital Marketing	Marketing Management (8002MMGT)
Level 9	9014NPD	New Product Design	Marketing Management (8002MMGT)
Level 9	9018MPGC	Managing People in a Global Context	Strategic Human Resource Management (8003SHRM)
Level 9	9019MC	Managing Change	Strategic Human Resource Management (8003SHRM)
Level 9	9023CB	Consumer Behaviour	Marketing Management (8002MMGT)
Level 9	9027DS	Directed Study	All AQF Level 8 subjects

⁴ See footnote 1

⁵ 9027DS Directed Study is only available as a specialisation subject only to candidates who have completed an AIB MBA and who previously completed a specialisation subject in their previous AIB MBA which is in their chosen specialisation for the second MBA.

⁶ Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023.

⁷ Subject offering as per this Subject Code will be taught out by 31 December 2025.

⁸ Project B is only available to candidates who have previously completed an AIB MBA and are undertaking a second AIB MBA.

11. 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, including but not limited to a mix of quizzes, forum tasks, reflection, essays, reports etc. All subjects apart from Leadership (8001LEAD), Project (9050PROJ) and Project B (9051PRJB)⁹ comprise a final capstone assessment worth a minimum of 55%. The capstone assessment for Leadership must be worth 50% and Project must be worth 55%.

In all assessment AIB emphasises the application of knowledge and skills. Assignments focus on work-based issues or enable the student to use a workplace as the focus of the assignment.

12. Exit Points, Articulation Arrangements and Pathways

Exit Points:

- Students who successfully complete 4 subjects (at least 3 at AQF Level 8 and a maximum of 1 subject at AQF Level 9) from the MBA can exit with the Graduate Certificate in Management.
- Students who successfully complete 8 MBA subjects (4 of which must meet the requirements of a Graduate Certificate in Management) can exit with a Graduate Diploma in Management.

Articulation Arrangements: None

Pathways:

- Applicants with a Graduate Certificate (AQF Level 8) or 4 AQF Level 8 subjects in Business and Commerce or related discipline area will be granted advanced standing of up to 40 credit points in the MBA.
- Applicants with a Graduate Diploma (AQF Level 8) or 8 subjects (with minimum of 3 subjects at AQF Level 8) in Business and Commerce or related discipline will be granted advanced standing of up to 80 credit points in the MBA.
- The Master of Business Administration can provide a pathway to the Doctor of Business Administration (DBA) for graduates with a GPA of 5.0 or higher.

13. Constructive Alignment

The Course Learning Outcomes are as per Section 7 of this Course Brief.

Graduate Qualities ¹⁰	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Commit to ethical practice, professional integrity and principled behaviour.			x	x		x
Communicate effectively in all mediums and genuinely listen to the views of others.	x	x	x	x	x	x
Critically evaluate information from diverse sources to make informed and timely decisions.	x	x	x	x		x
Be curious and adaptive; seek out new knowledge and ideas and be receptive to different approaches and perspectives.	x	x	x	x		x
Engage respectfully and effectively with others and embrace and welcome diversity.					x	x
Be strategic, resilient and authentic leaders, mindful of the impact of decisions and behaviours on others.	x	x				

⁹ See footnote 8.

¹⁰ Graduate Qualities as per [Graduate Qualities Policy](#), V6 (29 September 2022)
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Graduate Qualities¹⁰	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Be committed to social, cultural, business and environmental sustainability.	x		x	x		x

Course Brief

Master of Management [MMgt] (AQF 9)

1. AQF Qualification Type

Level 9 Masters Degree by Coursework

2. Duration

Standard Full time: 1.5 years

Standard Part time: 2 years

Maximum course duration is detailed in the Academic Progress Procedure.

3. Indicative Student Workload/Volume of Learning

The MMgt course accounts for 120 Credit Points.

Aligned with the volume of learning requirements of the Australian Qualifications Framework (AQF), one AIB 10 Credit Point subject nominally involves 150 hours of study. Study-related activities may include directed learning such as workshops, webinars, independent study, interaction with staff and peers, reflection, regular engagement with research supervisors, individual study, research activities including in the workplace, assignment work and other.

4. Delivery Modes

Online only

5. Admission Requirements

Applicants must meet one of the following Academic Qualifications criteria:

- Bachelor Degree (AQF Level 7) or equivalent; or
- AQF Level 8 qualification (or equivalent) in any discipline; or
- Graduate Certificate in Research Methodologies; or
- Graduate Certificate in Management.

Applicants must meet English language requirements: See [Appendix A – English Language Requirements](#).

6. Course Rationale

The Master of Management is designed for starting on a research pathway or to further a coursework graduate edge in the labour market. Specifically, the Master course is designed to provide graduates with the integrated cognitive and specialised skills required to undertake a research project in the fields of business administration and management. The course aims to develop graduates who will be able to apply their contemporary knowledge and specialised 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 utilise their advanced knowledge and specialised 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.

7. Course Learning Outcomes (CLOs)

CLOs are mapped against the requirements of the AQF Level of this course as follows:

No.	On completion of this course students should be able to:	AQF Level Mapping
1.	Demonstrate advanced understanding of disciplinary and sector concepts, theories, principles and practices.	Knowledge
2.	Critically analyse, reflect on and evaluate disciplinary and sector concepts, theories, principles and complex management practices in a professional workplace setting with creativity, initiative, personal autonomy and ethical accountability.	Knowledge; Skills
3.	Generate and communicate ideas and evaluate complex concepts relating to the management research project.	Skills; Application of Knowledge and Skills
4.	Develop a proposal and obtain ethics approval for a systematic investigation in a management related context in a professional workplace setting.	Application of Knowledge and Skills
5.	Design and conduct a substantial research project in a business or professional workplace setting.	Application of Knowledge and Skills

8. Course Rules

General Rules:

To qualify for the award of the degree of Master of Management a student shall accrue 120 credit points (with a minimum of 80 credit points at AQF Level 9) consisting of:

- 90 credit points of core subjects
- 30 credit points of elective subjects.

Other Protocols:

- The AIB Research Orientation Module is mandatory and must be completed within 4 weeks from the commencement of the course.
- 8901IAR Introduction to Applied Research should be undertaken as the first core subject in the course.
- The word length of the Research Project will be 15,000 to 20,000 in length (excluding references and appendices).
- Students are required to:
 - As an important, pivotal milestone, prepare a research proposal as part of their 9919PPRMMgt Project Proposal (MMgt) research subject, in close consultation with the Research Supervisory

Panel. An oral presentation of the Project Proposal will be required to be presented prior to submission of the Project Proposal to the Research Assessment Panel.

- Give an oral presentation of their Research-in-Progress to the AIB academic community at least once a year for the duration of their candidature.
- Conduct the research project ethically and responsibly under the guidance of the Research Supervisory Panel and to make satisfactory progress with their research as assessed on a regular basis by their Research Supervisory Panel and according to AIB research policies and procedures.

9. Course Structure

Subject Type	Subject Title	Subject Code	AQF Level	Credit Points
Core Subject	Introduction to Applied Research (<i>First Core subject</i>)	8901IAR	Level 8	10
Core Subject	Research Methodologies	9915RM	Level 9	10
Core Subject	Literature Review and Critique	9911LRC	Level 9	10
Core Subject	Project Proposal (MMgt)	9919PPRMMgt	Level 9	20
Core Subject	Research Project	9909RPROJ	Level 9	40

Subject Type	Subject Title	Subject Code	AQF Level	Credit Points
Elective Subject	At least one of the following subjects: 1. Action Research Action Learning 2. Qualitative Case Study Research 3. Mixed Methods Research 4. Quantitative Methods	9912ARAL 9901CSR 9913MMR 9916QM	Level 9 Level 9 Level 9 Level 9	10 10 10 10
Elective Subject	Up to two of the following elective subjects, contingent on the following requirements being met. (i) A minimum of one and maximum of two AQF Level 8 subjects, and (ii) all specified pre-requisites must be met. 1. Leadership 2. Marketing Management 3. Strategic Human Resource Management 4. Operations Management 5. Corporate Governance 6. Financial Management 7. Strategic Management 8. Strategic Management 9. Entrepreneurship 10. Corporate Governance 11. Project Management 12. Global Supply Chain Management 13. Managing Change 14. Consumer Behaviour	8001LEAD 8002MMGT 8003SHRM 8004OMGT 8005CGOV ¹ 8006FMGT 8007SMGT ² 9001SMGT ¹ 9002ENT 9005CGOV ² 9011PMGT 9012GSCM 9019MC 9023CB	Level 8 Level 8 Level 8 Level 8 Level 8 Level 8 Level 8 Level 9 Level 9 Level 9 Level 9 Level 9 Level 9 Level 9 Level 9	10 10 10 10 10 10 10 10 10 10 10 10 10 10

¹ Subject offering as per this Subject Code will be taught out by 31 December 2025

² Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023

Proportion of Research: 60 of 120 Credit Points = 50%

Nature of Research: Complete 9919PPRMMgt Project Proposal (MMgt) and 9909RPROJ Research Project.

10. Pre-Requisites or Assumed Knowledge

AQF Level	Subject Code	Title	Pre-Requisite to be completed before attempting the subject
Level 9	9001SMGT ³	Strategic Management	3 AQF Level 8 subjects
Level 9	9005CGOV ⁴	Corporate Governance	3 AQF Level 8 subjects
Level 9	9011PMGT	Project Management	3 AQF Level 8 subjects which must include Operations Management (8004OMGT)
Level 9	9019MC	Managing Change	Strategic Human Resource Management (8003SHRM)
Level 9	9915RM	Research Methodologies	8901IAR Introduction to Applied Research
Level 9	9001CSR	Qualitative Case Study Research	9915RM Research Methodologies
Level 9	9912ALAR	Action Research Action Learning	9915RM Research Methodologies
Level 9	9913MMR	Mixed Methods Research	9915RM Research Methodologies
Level 9	9916QM	Quantitative Methods	9915RM Research Methodologies
Level 9	9911LRC	Literature Review and Critique	8901IAR Introduction to Applied Research
Level 9	9919PPRMMgt	Project Proposal (MMgt)	8901IAR Introduction to Applied Research 9915RM Research Methodologies 9911LRC Literature Review and Critique One of the AQF Level 9 research methods electives
Level 9	9012GSCM	Global Supply Chain Management	Operations Management (8004OMGT)
Level 9	9023CB	Consumer Behaviour	Marketing Management (8002MMGT)

11. 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 Core starter and elective subjects may include quizzes, forum tasks, presentations, groupwork, reflection, and written assignments.

³ Subject offering as per this Subject Code will be taught out by 31 December 2025

⁴ Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023

In the subjects 9919PPRMMgt and 9909RPROJ all assessment is customised to the student's research and designed to help the student progress with their Research Project. Specifically, the assessment items are the Project Proposal and Ethics Application (where required) and the final Research Project.

The final Research Project is examined by an independent discipline expert.

12. Exit Points, Articulation Arrangements and Pathways

Exit Points:

Students can exit with a Graduate Certificate in Research Methodologies if they have successfully completed:

- (i) 40 credit points of subjects which must include 8901IAR Introduction to Applied Research and 9915RM Research Methodologies; and
- (ii) Two of the following subjects, one of which must be at Level 8, and subject to all specified pre-requisites being met:

1. Leadership	8001LEAD
2. Marketing Management	8002MMGT
3. Strategic Human Resource Management	8003SHRM
4. Operations Management	8004OMGT
5. Corporate Governance	8005CGOV ⁵
6. Financial Management	8006FMGT
7. Strategic Management	8007SMGT ⁶
8. Strategic Management	9001SMGT ⁷
9. Corporate Governance	9005CGOV ⁸
10. Entrepreneurship	9002ENT
11. Project Management	9011PMGT
12. Global Supply Chain Management	9012GSCM
13. Managing Change	9019MC
14. Consumer Behaviour	9023CB
15. Qualitative Case Study Research	9901CSR
16. Action Research Action Learning	9912ARAL
17. Mixed Methods Research	9913MMR
18. Quantitative Methods	9916QM

Articulation Arrangements: None

Pathways: The Master of Management can provide a direct or conversion pathway to the Doctor of Business Administration (DBA) and the Doctor of Philosophy (PhD). There are 2 Direct pathways and a Conversion pathway:

- Direct pathway: Successful completion of the Master of Management at Credit level or above provides a pathway to the DBA
- Direct pathway: Successful completion of the Master of Management at Credit level or above provides a pathway to the PhD
- Conversion pathway: MMgt students are eligible to convert to the DBA and PhD if the following conditions are met:
 1. Completed all coursework subjects at Credit Level or above;

⁵ Subject offering as per this Subject Code will be taught out by 31 December 2025

⁶ Subject offering as per this Subject Code will be introduced for cohorts who commence this course on or after 1 January 2023

⁷ Subject offering as per this Subject Code will be taught out by 31 December 2025

⁸ See footnote 6

2. Completed 9919PPRMMgt Project Proposal at Credit level or above.

13. Constructive Alignment

The Course Learning Outcomes are as per Section 7 of this Course Brief.

Graduate Qualities ⁹	CLO1	CLO2	CLO3	CLO4	CLO5
Commit to ethical practice, professional integrity and principled behaviour.		x		x	x
Communicate effectively in all mediums and genuinely listen to the views of others..			x	x	x
Critically evaluate information from diverse sources to make informed and timely decisions.	x	x			
Be curious and adaptive; seek out new knowledge and ideas and be receptive to different approaches and perspectives.	x	x			
Engage respectfully and effectively with others and embrace and welcome diversity.				x	x
Be strategic, resilient and authentic leaders, mindful of the impact of decisions and behaviours on others..			x	x	
Be committed to social, cultural, business and environmental sustainability.				x	x

⁹ Graduate Qualities as per [Graduate Qualities Policy](#), V6 (29 September 2022).

Course Brief

Doctor of Business Administration [DBA] (AQF 10)

1. AQF Qualification Type

Level 10 Doctoral Degree (Professional)

2. Duration

Standard Full time: 3 years

Standard Part time: 6 years

Candidates have a maximum of 4 years (full-time) or 8 years (part-time) to complete this course.

3. Indicative Candidate Workload/Volume of Learning

The DBA course accounts for 240 Credit Points.

Aligned with the volume of learning requirements of the Australian Qualifications Framework (AQF), one AIB 10 credit point subject nominally involves 150 hours of study. Study-related activities for research higher degree awards may include directed learning such as workshops, webinars, independent study, interaction with staff and peers, reflection, regular engagement with research supervisors, individual study, research activities including in the workplace, assignment work and other.

4. Delivery Modes

Online only

5. Admission Requirements

Applicants must meet one of the following Academic Qualifications criteria:

- A Master's in Philosophy; or
- A Master's Degree (AQF Level 9) at Credit or higher-level Grade Point Average with an appropriate research component (for example, research methods subject or research project); or
- A Bachelor's Degree with Honours (AQF Level 8) with minimum upper second class honours or equivalent.

Applicants must meet English language requirements: See [Appendix A – English Language Requirements](#).

Work Experience: It is desirable that applicants have access to a workplace for their assignments and research.

6. Course Rationale

The Doctor of Business Administration (DBA) is designed to provide graduates with a systematic and critical understanding of a substantial and complex area of management theory and practice, and specialised research skills for the application of theory in a professional context to meet the needs of organisations, industry and the economy. The course aims to develop graduates who will be able to apply their original contribution and their specialised cognitive, technical and research skills in contexts requiring them to demonstrate autonomy, authoritative judgment, adaptability and responsibility as an expert and leading practitioner. Graduates of the DBA could utilise their systematic and critical understanding of management practice and specialised research skills in leadership roles in the private, public, higher education or not-for-profit sectors or as consultants and/or executive managers in their own business.

7. Course Learning Outcomes (CLOs)

The CLOs are mapped against the requirements of the AQF Level of this course as follows:

No.	On completion of this course candidates should be able to:	AQF Level Mapping
1.	Demonstrate substantial knowledge of the disciplinary and sector literature in one or more business-related disciplines including knowledge about application to professional practice and applied research methodologies.	Knowledge
2.	Investigate and critically evaluate the literature in one or more business-related disciplines to formulate original research questions that address the needs of the workplace, organisation or industry setting.	Knowledge; Skills
3.	Demonstrate responsibility, accountability, initiative, and creativity in investigating and reporting on research and generating new knowledge in a workplace, organisational or industry setting.	Application of Knowledge and Skills
4.	Develop a proposal and obtain ethics approval for a systematic investigation in a business-related context in a professional workplace, organisational or industry setting, generating a significant contribution to knowledge in the context of professional practice.	Application of Knowledge and Skills
5.	Communicate research through a substantial thesis which is externally examined to international standards.	Skills; Application of Knowledge and Skills
6.	Independently conduct research leading to conclusions constituting a significant and original contribution to knowledge and professional practice.	Application of Knowledge and Skills

8. Course Rules

General Rules:

To qualify for the award of the Degree of Doctor of Business Administration, a candidate shall accrue 240 credit points with the breakdown presented below:

- 1) Core Coursework Subjects of 40 credit points:
 - 9917AAR Advanced Applied Research
 - 9915RM Research Methodologies
 - 9911LRC Literature Review and Critique
 - And one of the following subjects:

- 9912ALAR Action Learning Action Research
- 9001CSR Qualitative Case Study Research
- 9913MMR Mixed Methods Research
- 9916QM Quantitative Methods

- 2) Research Subjects of 200 credit points:
- 9920RPRDBA Research Proposal (DBA); and
 - 1002TDBA Research Thesis (DBA).

Other Protocols:

The AIB Research Orientation Module is mandatory and must be completed within 4 weeks from the commencement of the course.

All subjects in the course are compulsory, that is 'Core'.

The 1002TDBA Research Thesis (DBA) will be 50,000 to 80,000 words in length (excluding references and appendices) and will present an original contribution to knowledge in a business, commerce or management-related field – particularly in relation to professional or management practice.

Candidates are required to:

- As an important, pivotal milestone, prepare a research proposal as part of their 9920RPRDBA Research Proposal (DBA) subject, in close consultation with the Research Supervisory Panel. An oral presentation of the Research Proposal will be required to be presented prior to submission of the Research Proposal to the Research Assessment Panel.
- Give an oral presentation on their Research-in-Progress to the AIB academic community at least once a year for the duration of their candidature.
- Conduct the research project ethically and responsibly under the guidance of a Research Supervisory Panel and to make satisfactory progress with their research as assessed on a regular basis by the Principal Supervisor and according to AIB research policies and procedures.

The 1002TDBA Research Thesis (DBA) contains Sub-Codes used to operationally represent administrative, financial and academic progression milestones within this subject [1002TDBA_A, 1002TDBA_B, 1002TDBA_C, 1002TDBA_D]; further details are provided for Candidates in the HDR Candidate Handbook.

9. Course Structure

The Course content is detailed below.

Subject Type	Subject Title	Subject Code	AQF Level	Credit Points
Coursework:				
Core coursework subject	Advanced Applied Research	9917AAR	Level 9	10
Core coursework subject	Research Methodologies	9915RM	Level 9	10
Core coursework subject	Literature Review and Critique	9911LRC	Level 9	10
One of the following:				
Core coursework subject	Qualitative Case Study Research	9901CSR	Level 9	10
Core coursework subject	Action Research Action Learning	9912ARAL	Level 9	10

Core coursework subject	Mixed Methods Research	9913MMR	Level 9	10
Core coursework subject	Quantitative Methods	9916QM	Level 9	10
Research:				
Core Research Subject	Research Proposal (DBA)	9920RPRDBA	Level 9	40
Core Research Subject	Research Thesis (DBA)	1002TDBA	Level 10	160

Proportion of Research: 200 of 240 Credit Points = 83%

Nature of Research: Complete 9920RPRDBA Research Proposal (DBA), conduct Research and write a substantial Research Thesis (DBA) 1002TDBA.

10. Pre-Requisites or Assumed Knowledge

AQF Level	Subject Code	Subject Title	Pre-Requisite (to be completed before attempting the subject)
9	9001CSR	Qualitative Case Study Research	9915RM Research Methodologies
9	9912ALAR	Action Research Action Learning	9915RM Research Methodologies
9	9913MMR	Mixed Methods Research	9915RM Research Methodologies
9	9915RM	Research Methodologies	9917AAR Advanced Applied Research
9	9916QM	Quantitative Methods	9915RM Research Methodologies
9	9911LRC	Literature Review and Critique	9917AAR Advanced Applied Research
9	9920RPRDBA	Research Proposal (DBA)	9917AAR Advanced Applied Research 9915RM Research Methodologies 9911LRC Literature Review Critique And one of the following subjects: <ul style="list-style-type: none"> • 9912ALAR Action Learning Action Research • 9001CSR Qualitative Case Study Research • 9913MMR Mixed Methods Research. • 9916QM Quantitative Methods
10	1002TDBA	Research Thesis (DBA)	9920RPRDBA Research Proposal (to be completed or be enrolled in concurrently)

11. Assessment Approach

Assessment is based on the expert review of written work. In all assessment AIB emphasises the application of knowledge and skills. Assignments focus on a work-based issue or enable the candidate to use a workplace as the focus of the assignment.

Assessment items in coursework subjects comprise of an appropriate mix of assignment tasks which could include projects, reports, presentations, forum posts, reflective pieces, time-bound tests, quizzes and oral presentations.

In the research component, all assessment is customised to the candidate's research and designed to help the candidate progress with their research thesis. Specifically, the assessment items are a Draft Research Proposal presentation, a Draft Research Proposal, a Research Proposal, an Ethics Application, and the final Research Thesis. The final Research Thesis is examined externally as per the requirements set out in the AIB research policy and procedures.

12. Exit Points, Articulation Arrangements and Pathways

Exit Points:

Candidates who successfully complete all four Core Coursework subjects, as per Section 9 Course Structure above, may, if meeting requirements set out in AIB research policies and procedures, exit with a Graduate Certificate in Research Methodologies.

Articulation Arrangements: Refer to the Articulation Register.

Pathways:

The Master of Management (MMgt) can provide a direct or conversion pathway to the Doctor of Business Administration (DBA) as set out in AIB research policies and procedures:

- Direct pathway: Successful completion of the Master of Management at Credit level or above provides a pathway to the DBA.
- Conversion pathway: MMgt candidates are eligible to convert to the DBA if the following conditions are met:
 1. Completed all coursework subjects at Credit level or above; and
 2. Completed 9919PPRMMgt Project Proposal at Credit level or above.

Conversion from the Doctor of Business Administration (DBA) to the Doctor of Philosophy (PhD) must occur before the final year of full-time candidature. The conversion pathway for DBA to PhD, as set out in AIB research policies and procedures, involves assessment by an Assessment Panel of a written application of upgrade endorsed by the Research Supervisory Panel.

13. Constructive Alignment

The Course Learning Outcomes (CLO) are as per section 6 of this Course Brief.

Graduate Qualities ¹	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Commit to ethical practice, professional integrity and principled behaviour.			x	x	x	x
Communicate effectively in all mediums and genuinely listen to the views of others.			x	x	x	x

¹ Graduate Qualities as per [Graduate Qualities Policy](#), V6 (29 September 2022).

Critically evaluate information from diverse sources to make informed and timely decisions.	x	x				
Be curious and adaptive; seek out new knowledge and ideas and be receptive to different approaches and perspectives.	x	x		x	x	x
Engage respectfully and effectively with others and embrace and welcome diversity.		x			x	x
Be strategic, resilient and authentic leaders, mindful of the impact of decisions and behaviours on others.			x	x	x	
Be committed to social, cultural, business and environmental sustainability.			x		x	x

Course Brief

Doctor of Philosophy [PhD] (AQF 10)

1. AQF Qualification Type

Level 10 Doctoral Degree (Research)

2. Duration

Standard Full time: 3 years

Standard Part time: 6 years

Candidates have a maximum of 4 years (full-time) or 8 years (part-time) to complete this course.

3. Indicative Candidate Workload/Volume of Learning

The Doctor of Philosophy course accounts for 240 Credit Points.

Aligned with the volume of learning requirements of the Australian Qualifications Framework (AQF), one AIB 10 Credit Point subject nominally involves 150 hours of study. Study-related activities for Research Higher Degree awards may include directed learning such as workshops, webinars, independent study, interaction with staff and peers, reflection, regular engagement with research supervisors, individual study, research activities including in the workplace, and other.

4. Delivery modes

Online only

5. Admission Requirements

Applicants must meet one of the following Academic Qualifications criteria:

- A Master's in Philosophy; or
- A Master's Degree (AQF Level 9) in Business and Commerce or related discipline area at Credit or higher-level Grade Point Average with an appropriate research component (minimum 40%); or
- A Bachelor's Degree (AQF Level 8) in Business and Commerce or related discipline area with minimum upper second class honours or equivalent.

Applicants must meet English language requirements: See [Appendix A – English Language Requirements](#).

Work Experience: It is desirable that applicants have access to a workplace for their research.

6. Course Rationale

The Doctor of Philosophy (PhD) is designed to provide graduates with a systematic and critical understanding of a substantial and complex area of management/business related theories and practices, together with the specialised research skills to equip them to make a significant and original contribution to knowledge. The course aims to develop graduates who will be able to apply their original contribution and their specialised cognitive, technical and research skills in contexts requiring them to demonstrate autonomy, authoritative judgment, adaptability and responsibility as an expert and scholar.

Graduates could utilise their systematic and critical understanding of management and specialised research skills in leadership roles or in highly skilled research roles in the private, or public sector.

7. Course Learning Outcomes (CLOs)

The CLOs are mapped against the requirements of the AQF Level of this course as follows:

No.	On completion of this course candidates should be able to:	AQF Level Mapping
1	Demonstrate substantial knowledge of the disciplinary theory and sector practices in one or more business-related disciplines.	Knowledge
2	Demonstrate substantial knowledge of the literature related to the identified research problem and critically evaluate the existing knowledge base, demonstrating the gap in knowledge for which the research project detailed in this proposal will offer original contributions.	Knowledge; Skills
3	Demonstrate responsibility, accountability, initiative and creativity in investigating and reporting on research and generating new knowledge related to the identified problem and expressed through research questions, aims and objectives.	Application of Knowledge and Skills
4	Communicate research through a substantial thesis which is externally examined to international standards.	Skills; Application of Knowledge and Skills
5	Justify the need for the proposed substantial and original piece of research, including where and how it contributes new knowledge to the discipline or sector. Analyse and explain the significance of that knowledge in relation to disciplinary theories, practices and/or associated policies.	Application of Knowledge and Skills
6	Independently conduct research leading to conclusions constituting a significant and original contribution to knowledge in a discipline (or cross-disciplinary field).	Application of Knowledge and Skills

8. Course Rules

General Rules:

- All subjects in the course are compulsory, that is 'Core'.
- To qualify for the award of the degree of Doctor of Philosophy, a candidate shall accrue 240 credit points comprising satisfactory completion of 9921RPRPhD Research Proposal (PhD) subject and satisfactory examination of 1001TPhD Research Thesis (PhD).

Other Protocols:

- The AIB Research Orientation Module is mandatory and must be completed within 4 weeks from the commencement of the course.
- The 1001TPhD Research Thesis (PhD) will:
 1. Be an accurate account of the research conducted;
 2. Conform to the rules for the presentation of theses and will be assessed according to the rules for the examination of doctoral theses;
 3. Be 70,000 to 100,000 words in length (excluding references and appendices); and
 4. Present an original contribution to knowledge in a business, commerce or management-related field.
- As an important, pivotal milestone, candidates must prepare a research proposal as part of their 9921RPRPhD Research Proposal (PhD) subject, in close consultation with the Research Supervisory Panel. An oral presentation of the Research Proposal will be required to be presented prior to submission of the Research Proposal to the Research Assessment Panel.
- Candidates are also required to give an oral presentation of their Research-in-Progress to the AIB academic community at least once a year for the duration of their candidature.
- Candidates are required to conduct the research ethically and responsibly according to AIB research policies and procedures, to carry out research under the guidance of the Research Supervisory Panel and to make satisfactory progress with their research as assessed on a regular basis by their Research Supervisory Panel and according to AIB research policies and procedures.
- The 1001TPhD Research Thesis (PhD) contains sub-codes used to operationally represent administrative, financial and academic progression milestones within this subject [1001TPhD_A, 1001TPhD_B, 1001TPhD_C, 1001TPhD_D, 1001TPhD_E]; further details are provided for Candidates in the HDR Candidate Handbook.

9. Course Structure

Subject Type	Subject Title	Subject Code	AQF Level Credit	Points
Core Subject	Research Proposal (PhD)	9921RPRPhD	Level 9	40
Core Subject	Research Thesis (PhD)	1001TPhD	Level 10	200

Proportion of Research: 240 of 240 Credit Points = 100%

Nature of Research: Complete 9921RPRPhD Research Proposal (PhD)

Conduct Research and Write a substantial Research Thesis (PhD) 1001TPhD.

10. Pre-Requisites or Assumed Knowledge

AQF Level	Subject Code	Title	Pre-requisite to be completed before attempting the subject
9	9921RPRPhD	Research Proposal (PhD)	Assumed knowledge of facilitator-lead research gained through academic admission requirements.
10	1001TPhD	Research Thesis (PhD)	9921RPRPhD Research Proposal (PhD) to be completed.

11. Assessment Approach

Assessment is all individual.

In the research component all assessment is customised to the candidate's research and designed to help the candidate progress with their Research Project. Specifically, the assessment items are a Research Proposal including an oral presentation, an Ethics Application (if applicable), and the final Research Thesis. The final thesis is examined externally as per the requirements set out in the AIB research policy and procedures.

12. Exit Points, Articulation Arrangements and Pathways

Exit Points:

Candidates who successfully complete the Research Proposal (PhD) subject may, if meeting requirements set out in AIB research policies and procedures, exit with the Graduate Certificate in Research Methodologies.

Candidates who complete a thesis that is not approved by the supervisor or is failed by examiners may, if meeting requirements set out in AIB research policies and procedures, be awarded the Graduate Certificate of Research Methodologies or, where applicable, Masters of Management, subject to approval by the Academic Board.

Articulation Arrangements: Refer to the Articulation Register.

Pathways: Current Candidates can only apply for an upgrade from a MMgt or DBA to PhD. Conversion from a DBA to PhD must occur before the final year of full-time candidature.

The Master of Management (MMgt) can provide a direct and conversion pathway to the Doctor of Philosophy (PhD) as set out in AIB research policies and procedures:

- Direct pathway eligibility: Successful completion of the Master of Management at Credit level or above provides a pathway to the PhD.
- Conversion pathway eligibility: MMgt candidates are eligible to convert to the PhD if the following conditions are met during their course:
 1. Completed all coursework subjects at Credit Level or above; and
 2. Completed 9919PPRMMgt Project Proposal at Credit Level or above.

The conversion pathway for Master of Management (MMgt) or Doctor of Business Administration (DBA) to the Doctor of Philosophy (PhD), as set out in AIB research policies and procedures, involves assessment by an Assessment Panel of a written application of upgrade endorsed by the Research Supervisory Panel.

13. Constructive Alignment

The Course Learning Outcomes are as per section 6 of this Course Brief.

Graduate Qualities ¹	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Commit to ethical practice, professional integrity and principled behaviour			x	x	x	x
Communicate effectively in all mediums and genuinely listen to the views of others.			x	x	x	
Critically evaluate information from diverse sources to make informed and timely decisions.	x	x				x

¹ Graduate Qualities as per [Graduate Qualities Policy](#), V6 (29 September 2022).

Graduate Qualities¹	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6
Be curious and adaptive; seek out new knowledge and ideas and be receptive to different approaches and perspectives.	x	x		x	x	x
Engage respectfully and effectively with others and embrace and welcome diversity.		x			x	x
Be strategic, resilient and authentic leaders, mindful of the impact of decisions and behaviours of others.			x	x	x	
Be committed to social, cultural, business and environmental sustainability.			x		x	x

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 score¹ as outlined in the table below.

English Language Test	Postgraduate Coursework (GradCertMgt, GCRM, MBA, MMgt)	Postgraduate Research (DBA, PhD)
Academic IELTS	6.5 or better (with no individual band lower than 6.0)	7.0 or better (with no individual band lower than 6.0)
TOEFL IBT	79 or better (with writing and reading no lower than 20 and listening and speaking no lower than 18)	94 or better (with no individual band lower than 20)
Academic PTE	58 or better (with no individual band lower than 50)	65 or better (with writing and speaking no lower than 65, listening and reading no lower than 58)
Cambridge English CAE and CPE (from 2015)	176 or better (with no individual band lower than 169)	185 or better (with writing and speaking no lower than 185, and listening and reading no lower than 176)
CTC General Certificate of Education (GCE)	A levels with C or better in English	A levels with A in English

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
- Canada (except Quebec)
- New Zealand
- Republic of Ireland
- South Africa
- UK - England
- UK - Northern Ireland

¹ AIB will accept an English Language Test with the outlined scores taken any time in the two years up to the date of commencement at AIB.

- UK - Scotland
- UK - Wales
- United States of America

CATEGORY 3 – For Postgraduate Coursework and Research

Evidence of successful completion of Tertiary Education in English

Applicants who have successfully completed Tertiary Education (equivalent to AQF Level 5 or above for Postgraduate Coursework and equivalent AQF Level 8 or above for Postgraduate Research) that was taught and assessed in English in one of the countries listed below where the medium of instruction was in English².

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

² 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: Alternative English Language Waiver Pathway

If English isn't your first language, and you are not able to supply evidence outlined in Categories 1, 2 or 3, you might still meet our English Language Proficiency entry requirements based on your residence and professional experience.

Applicants need to have lived and worked in an English-speaking country for at least five years prior to the commencement of the course in which they are enrolling to be assessed for an English language waiver.

Applicants are asked to provide documentation to support their application for a waiver, which includes passports/visas and a work reference letter from a direct manager, that covers at least the last 5 years immediately prior to application, on company letterhead with dates and contact details of their direct supervisor. The letter must include a statement that English was the language used (both written and oral) in the performance of their duties/responsibilities.

In line with Australian government requirements, countries approved for waiver are limited to: American Samoa, Australia, Bahamas, Barbados, Belize, Botswana, Canada (excluding Quebec), Fiji, Gambia, Ghana, Gibraltar, Guyana, Ireland, Jamaica, Kenya, Lesotho, Liberia, New Zealand, Nigeria, Papua New Guinea, Samoa, Singapore, Solomon Islands, South Africa, Tonga, Trinidad and Tobago, United Kingdom (including Northern Ireland), United States of America, Zambia, and Zimbabwe.