



## Course Brief

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### Master of Management (AQF 9)

#### 1. Duration

<b>Minimum</b>	1.5 years (full time)
<b>Maximum</b>	3 years (part time)

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

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 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.

#### 3. Delivery modes

Online only
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#### 4. Admission requirements

<b>Academic qualifications</b>	Applicants must meet one of the following criteria: <ul style="list-style-type: none"> <li>• Bachelor Degree (AQF Level 7) or equivalent; or</li> <li>• AQF Level 8 qualification (or equivalent) in any discipline; or</li> <li>• Graduate Certificate in Management (Research); or</li> <li>• Graduate Certificate in Management.</li> </ul>
<b>English language</b>	See <a href="#">Appendix A – English Language Requirements</a> .

#### 5. Course rationale

<p>The Master of Management is designed to provide graduates with advanced and integrated understanding of the cognitive and specialised skills required to undertake research 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.</p> <p>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.</p>
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#### 6. Course learning outcomes (CLOs)

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

On completion of this course candidates should be able to:		<b>AQF Level Mapping</b>
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	Knowledge Skills

	workplace setting with creativity, initiative, personal autonomy and ethical accountability.	
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

## 7. Course rules

<b>General</b>	<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 9905DPRMMgt Draft Proposal (MMgt), 9907PPRMMgt Project Proposal (MMgt) 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 9905DPRMMgt Draft Proposal (MMgt), 9907PPRMMgt Project Proposal (MMgt) and 40 credit point 9909RPROJ_40 Research Project).</li> </ul>
<b>Other protocols</b>	<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 must prepare a research proposal as part of their 9907PPRMMgt Project Proposal (MMgt) subject and are required to submit an oral presentation on their proposal to the Research Assessment Panel (in person or by video). Candidates are also required to give an oral presentation (in person or by video) of their Research-in-Progress at least once a year for the duration of their candidature.</p> <p>Candidates are required to conduct the research project ethically and responsibly under the guidance of a minimum of two AIB-appointed supervisors 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.</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. 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	Level 8	10
	6. Financial Management	8006FMGT	Level 8	10
	7. Strategic Management	9001SMGT	Level 9	10
	8. Project Management	9011PMGT	Level 9	10
	9. Literature Review and Critique	9911LRC	Level 9	10
	10. Action Research Action Learning	9912ARAL	Level 9	10
	11. Case Study Research	9001CSR	Level 9	10
12. Mixed Methods Research	9913MMR	Level 9	10	
<b>Research (60 or 80 credit points)</b>	<b>Compulsory</b>			
	1. Draft Proposal (MMgt)	9905DPRMMgt	Level 9	10
	2. Project Proposal (MMgt)	9907PPRMMgt	Level 9	10
	3. Research Project	9909RPROJ_40; 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 Draft Proposal (MMgt), Project Proposal (MMgt), conduct research, write a Research Project report.

## 9. Pre-requisites or Assumed Knowledge

The coursework component must 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	Minimum 3 AQF Level 8 subjects
9	9011PMGT	Project Management	At least 3 AQF Level 8 subjects which must include 8004MGT Operations Management
9	9913MMR	Mixed Methods Research	9901CSR Case Study Research
9	9907PPRMMgt	Project Proposal (MMgt)	9905DPRMMgt Draft Proposal (MMgt)
9	9908RPROJ_60; 9909RPROJ_40	Research Project	9907PPRMMgt Project Proposal (MMgt)

## 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, and written assignments.

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, Draft Project Proposal, a Project Proposal and Ethics Application and the final Research Project. The final Research Project is examined externally as per the requirements set out in the AIB research policy and procedures.

## 11. Exit points, articulation arrangements and pathways

<b>Exit points</b>	<p>Candidates who successfully complete 40 credit points of coursework subjects (with at least 30 credit points at AQF Level 8 and at most 10 credit points at AQF Level 9) can exit with a Graduate Certificate in Management.</p> <p>Candidates can also exist with Graduate Certificate in Management (Research) if the following four subjects have been completed:</p> <ul style="list-style-type: none"> <li>○ 9911LRC Literature Review Critique</li> <li>○ 9912ALAR Action Learning Action Research</li> <li>○ 9001CSR Case Study Research</li> <li>○ 913MMR Mixed Methods Research.</li> </ul> <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 Certificate in Management (Research).</p>
<b>Articulation arrangements</b>	None.
<b>Pathways</b>	<p>The Master of Management provides a pathway to the Doctor of Business Administration and the PhD. There are 2 direct pathways and a conversion pathway:</p> <ul style="list-style-type: none"> <li>• Successful completion of the Master of Management at Credit level or above provides a pathway to the DBA;</li> <li>• Successful completion of the Master of Management at Credit level or above provides a pathway to the PhD.</li> <li>• MMgt candidates who complete the following are eligible to convert to the DBA and PhD if the following conditions have been met: <ul style="list-style-type: none"> <li>(i) completed the following 2 AQF Level 9 subjects to a Credit level or above: <ul style="list-style-type: none"> <li>○ 9905DPRMMgt Draft Proposal (MMgt)</li> <li>○ 9907PPRMMgt Project Proposal (MMgt);</li> </ul> </li> <li>(ii) and completed 2 of the 4 AQF level 9 subjects to Credit level or above listed below: <ul style="list-style-type: none"> <li>○ 9911LRC Literature Review Critique</li> <li>○ 9912ALAR Action Learning Action Research</li> <li>○ 9001CSR Case Study Research</li> <li>○ 9913MMR Mixed Methods Research.</li> </ul> </li> </ul> </li> </ul>

## 12. Constructive alignment

<b>Graduate Qualities<sup>1</sup></b>	<b>Course Learning Outcomes as per section 6 of this Course Brief</b>				
	<b>CLO1</b>	<b>CLO2</b>	<b>CLO3</b>	<b>CLO4</b>	<b>CLO5</b>
Engage in critical analysis and utilise data and information from a range of sources to make informed and timely decisions.	x	x			
Pursue continuous learning and be open to new ideas, approaches and techniques.		x	x		
Understand and commit to ethical and principled conduct and professional integrity.		x		x	x
Communicate clearly, concisely and confidently in all mediums, including digital environments.			x	x	
Demonstrate adaptive and resilient collaborative and leadership capabilities.		x	x		
Embrace change and be willing to challenge the status quo.		x	x	x	

<sup>1</sup> Graduate Qualities as per [Graduate Qualities Policy](#), V5 (12 April 2019)



## 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.

	<b>Postgraduate (GradCert, MBA, MMgt)</b>	<b>Postgraduate Research (DBA, PhD)</b>
<b>Academic IELTS</b>	<b>6.5 or better</b> <i>(with no individual band lower than 6.0)</i>	<b>7.0 or better</b> <i>(with no individual band lower than 6.0)</i>
<b>TOEFL</b>	<b>575 or better</b>	<b>600 or better</b>
<b>TOEFL IBT</b>	<b>91 or better</b>	<b>94 or better</b>
<b>TOEFL CBT</b>	<b>235 or better</b>	<b>250 or better</b>
<b>PTE</b>	<b>58 or better</b>	<b>65 or better</b>
<b>Cambridge English CAE and CPE (from 2015)</b>	<b>176 or better</b>	<b>185 or better</b>
<b>CTC General Certificate of Education (GCE)</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 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 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.*