



Course Brief

Master of Management [MMgt] (AQF 9)

1. AQF Qualification Type

Level 9 Masters Degree by Coursework

2. Duration

Minimum	1.5 years (full-time) (students eligible to study concurrent subjects)
Maximum	3 years (part-time)

3. Indicative student 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.

4. Delivery modes

Online only

5. Admission requirements

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

The Master of Management is designed to provide graduates with advanced and integrated understanding of the 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)

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

On completion of this course students should be able to:		<i>AQF Level Mapping</i>
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

<i>General</i>	<p>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:</p> <ul style="list-style-type: none"> • 80 credit points of core subjects • 40 credit points of elective subjects.
<i>Other Protocols</i>	<p>The AIB Research Orientation Module is mandatory and must be completed within 4 weeks from the commencement of the course.</p> <p>8901IAR Introduction to Applied Research should be undertaken as the first core subject in the course.</p> <p>9911LRC Literature Review and Critique should be undertaken as the second core subject in the course.</p> <p>The word length of the Research Project will be:</p> <ul style="list-style-type: none"> • 15,000 to 20,000 in length (excluding references and appendices). <p>Students are required to:</p> <ul style="list-style-type: none"> • 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 Proposal Assessment Panel (in person or by video). • Give an oral presentation (in person or by video) of research project prior to submission at least once a year for the duration of their enrolment. • Conduct the research project ethically and responsibly under the guidance of an AIB-appointed supervisor.

9. Course structure

<i>Course Content</i>		<i>Subject Code</i>	<i>AQF Level</i>	<i>Credit Points</i>
Core Subjects	Introduction to Applied Research (first core subject)	8901IAR	Level 8	10
	Literature Review and Critique (second core subject)	9911LRC	Level 9	10
	Draft Proposal (MMgt)	9905DPRMMgt	Level 9	10
	Project Proposal (MMgt)	9907PPRMMgt	Level 9	10
	Research Project	9909RPROJ	Level 9	40
Elective Subjects	At least one of the following subjects:			
	1. Action Research Action Learning	9912ARAL	Level 9	10
	2. Case Study Research	9901CSR	Level 9	10
	3. Mixed Methods Research.	9913MMR	Level 9	10
	Up to three of the following subjects, contingent on the following requirements: (i) a minimum of one and maximum of two AQF Level 8 subjects, (ii) all specified pre-requisites must be met:			
	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. Managing Change	9019MC	Level 9	10	
8. Project Management	9011PMGT	Level 9	10	
9. Strategic Management.	9001SMGT	Level 9	10	

<i>Proportion of research</i>	60 of 120 credit points = 50%
<i>Nature of research</i>	Comprises: 9905DPRMMgt Draft Proposal (MMgt), 9907PPRMMgt Project Proposal (MMgt) and 9909RPROJ Research Project.

10. Pre-requisites or Assumed Knowledge

<i>AQF Level</i>	<i>Subject Code</i>	<i>Title</i>	<i>Pre-requisite (to be completed before attempting the subject)</i>
9	9901SMGT	Strategic Management	3 AQF Level 8 subjects
9	9011PMGT	Project Management	3 AQF Level 8 subjects which must include Operations Management (8004OMGT)
9	9019MC	Managing Change	Strategic Human Resource Management (8003SHRM)
9	9905DPRMMgt	Draft Project Proposal (MMgt)	First and second core subjects (8901IAR and 9911LRC) and all elective subjects
9	9907PPRMMgt	Project Proposal (MMgt)	9905DPRMMgt Draft Proposal (MMgt)
9	9909RPROJ	Research Project	9907PPRMMgt Project Proposal (MMgt)

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 include quizzes, forum tasks, presentations, groupwork, reflection, and written assignments.

In the subjects 9905DPRMMgt, 9907PPRMMgt 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: a Draft Project Proposal, a 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	<p>Students can exit with a Graduate Certificate in Management (Research) if they have successfully completed 40 credit points of subjects which must include:</p> <ol style="list-style-type: none">1. Introduction to Applied Research 8901IAR2. Literature and Critique 9911LRC <p>Two of the following subjects, one of which must be at Level 8, and subject to all specified pre-requisites being met:</p> <ol style="list-style-type: none">1. Leadership 8001LEAD2. Marketing Management 8002MMGT3. Strategic Human Resource Management 8003SHRM4. Operations Management 8004OMGT5. Corporate Governance 8005CGOV6. Financial Management 8006FMGT7. Managing Change 9019MC8. Project Management 9011PMGT9. Strategic Management 9001SMGT10. Action Research Action Learning 9912ARAL11. Case Study Research 9901CSR12. Mixed Methods Research 9913MMR
Articulation Arrangements	None.
Pathways	<p>The Master of Management can provide a pathway to the Doctor of Business Administration (DBA) and/or the Doctor of Philosophy (PhD). There are 2 direct pathways and a conversion pathway:</p> <ul style="list-style-type: none">• Successful completion of the Master of Management at Credit level or above provides a pathway to the DBA;• Successful completion of the Master of Management at Credit level or above provides a pathway to the PhD.• MMgt students are eligible to convert to the DBA and PhD if the following conditions are met:<ol style="list-style-type: none">(i) completed all first and second core and all elective subjects at Credit level or above;(ii) completed 9905DPRMMgt Draft Proposal and 9907PPRMMgt Project Proposal at Credit level or above.

13. Constructive alignment

<i>Graduate Qualities¹</i>	<i>Course Learning Outcomes as per section 6 of this Course Brief</i>				
	<i>CLO1</i>	<i>CLO2</i>	<i>CLO3</i>	<i>CLO4</i>	<i>CLO5</i>
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	

¹ 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.

	<i>Postgraduate (GradCert, MBA, MMgt)</i>	<i>Postgraduate Research (DBA, PhD)</i>
<i>Academic IELTS</i>	6.5 or better (with no individual band lower than 6.0)	7.0 or better (with no individual band lower than 6.0)
<i>TOEFL</i>	575 or better	600 or better
<i>TOEFL IBT</i>	91 or better	94 or better
<i>TOEFL CBT</i>	235 or better	250 or better
<i>PTE</i>	56 or better	66 or better
<i>Cambridge English CAE and CPE (from 2015)</i>	176 or better	185 or better
<i>CTC General Certificate of Education (GCE)</i>	A levels with C or better in English	A levels with A in English

*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.*