

Graduate School of Business

Tailored leadership education
in a professional environment



AIM SA has been developing South Australian executives since 1944. Our Graduate School of Business delivers personalised learning to groups of no more than 25 executive peers, offering tailored leadership education in a professional environment.



SOUTH AUSTRALIA

Graduate School of Business



Contents

About AIM SA	2
AIM SA Graduate School of Business Philosophy	3
Entry Requirements	4
Articulation / Payment of Fees / Fee-help	5
Graduate Certificate / Diploma in Management / MBA - The Programs	6
Graduate Attributes	8
Unit Content / Outlines	9
Academic Study Skills (Recommended pre-entry to Graduate Program)	9
Leading, Managing and Developing People	9
Managing Financial Resources	10
E-business Strategy	10
Managing Operational Improvement	11
Managing, Developing and Implementing Strategy	11
Marketing for Managers	12
Human Resource Management	12
Managing a Project Based Organisation	13
Contact Management	13
Business Decision Making and Analysis	14
Economics for Managers	14
Leadership and General Management	15
Managing Consultancy Practice	15
International Business	16
Strategic Organisational Change	16
Business Research Method	17
Strategic Business Project (10,000 or 20,000 words)	17
Leading For Innovation and Sustainability	18
Foundation Concepts in Sustainable Development	18
Implementing Sustainable Development	19
Sustainable Development Project	19
Executive Development Programs / Online Community	20
Application Form	21
DEEWR Statistics Form	25
Frequently Asked Questions	26
Referee Report(s)	27

Developing South Australian executives since 1944

AIM SA is the largest private provider of management education in South Australia. Established by a group of eminent business leaders in 1944, AIM SA, has a leadership position in the business community as Australia's only professional body dedicated to the development of management and leadership across the South Australian business and public sector communities.



AIM SA Core Purpose

To develop better managers and leaders for a better society.

Objectives

The principal objective of AIM SA is to provide education and conduct research.

Complementary objective are :

- To provide progressive professional development, representation and management services to business, our members and the community.
- As a Registered Training Organisation, offer nationally accredited Vocational Education and Training.
- As an accredited Higher Education provider, offer post graduate qualifications in management via the AIM SA Graduate School of Business.

This is achieved by :

- Advancing knowledge and understanding in the latest in business and management
- Enabling individuals to learn throughout their lives
- Providing quality education from Certificate III through to MBA
- Meeting the needs of the labour market through flexible and innovative educational opportunities and the depth and breadth of our services
- Improving the quality of life for the entire community by promoting the concept of and providing educational opportunities to improve corporate social responsibility
- Collaborating with industry and government in research about business and people.

Each year, over 4500 people learn with AIM SA, and an additional 4000 attend our business events. As a professional body, AIM SA has 1000 professional members and 450 corporate members. In addition to our Graduate School of Business post graduate programs AIM SA offers over 135 short courses and VET sector qualifications providing a unique management learning pathway to the South Australian business and public sector communities.

The AIM SA Graduate School of Business does not just provide education qualifications, it provides participants with a real leadership journey to match their career aspirations.

Welcome to our learning community.

Tailored leadership education in a professional environment

Why choose the AIM SA Graduate School of Business to undertake your next step in your educational pathway?

Our learning community is made up of a unique range of members and organisations that ensures that your journey is relevant to your life, career and organisational objectives.

Participants are accepted based on their experience and expertise. All students must have relevant management experience.

Our student profile can be summarised as follows :

- average of 7 years management experience
- 49% female, 51% male
- average age of 40

Our Graduate School of Business prides itself on teaching materials entirely applicable to your everyday work - a business product from which you will get daily value.

Our Programs enhance your existing qualifications and experience with a commercial, practical and broad set of skills.

Whilst you are with us, you will learn from people with real and ongoing business and corporate experience.

We offer a personalised approach in an executive environment. As such, you will find our enrolment processes uncomplicated

and swift - and we continue that level of service throughout your time with us.

The Programs offered represent an excellent return on your investment - an investment in your business, yourself, and your future career prospects.

Post Graduate programs that are currently available through AIM SA are:

- Graduate Certificate in Management
- Graduate Diploma in Management
- Master of Business Administration (MBA)
- Graduate Certificate in Sustainable Development
- Graduate Certificate in Management (Consultancy Practice)

The AIM SA Graduate School of Business provides a relevant management and leadership education that assists in developing awareness of current problems facing today's managers and leaders and offering relevant practical solutions to these.

At the AIM SA Graduate School of Business we concentrate on the process of finding solutions rather than the solutions themselves. This is of primary importance to your learning. You will learn how to effectively communicate your views, how to deal with uncertainty, and how your personal views and beliefs contribute to their perspectives of a situation and the decisions you make.

We also teach the soft skills such as listening, empathy, critical and creative thinking and self awareness through the practical and interactive method of teaching. These skills have not traditionally been part of many MBA courses, but are particularly important in the fluid and challenging business environment of today.

All of this learning is undertaken at our modern, exceptionally equipped campus, located at our Centre for Management Development in Hindmarsh.

Assessment

All Assessments in the program will be conducted in English.

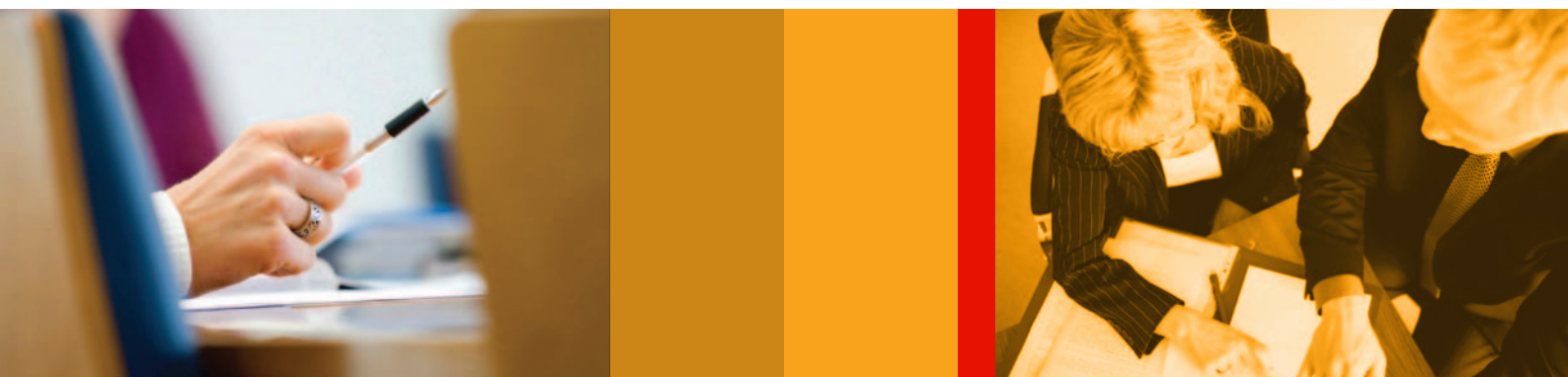
Each assessment has been developed to reliably assess the stated learning outcomes and to evaluate conceptual understanding and ability to apply these concepts to the working world.

A range of assessment methods are used including (but not limited to) essays, reports, case-studies, critical analyses, briefs, assignments, research proposals, research projects, presentations and action oriented projects.

AIM SA Graduate School Program Entry Requirements

Entry to the Graduate School Programs is dependent on your managerial experience and previous qualifications. Some combinations of experience and qualifications allow direct entry to the MBA program, other combinations require progression through the Graduate Certificate or Graduate Diploma with satisfactory grade averages. See the table below for experience and educational requirements.

Managerial Experience	Education Qualifications	Graduate Certificate	Graduate Diploma	Master of Business Administration
Five (5) years of middle management experience including financial and people responsibility	Bachelor Degree	Direct entry	Direct entry	Direct entry
	Post-Secondary Qualification e.g. Diploma or Advanced Diploma	Direct entry	Progression on satisfactory grade average	
	AIM Graduate Certificate		Direct entry	Progression on satisfactory grade average
	AIM Graduate Diploma			Direct entry
Seven (7) years middle management experience plus demonstrated potential to study	No formal post-secondary educational qualifications	Direct entry	Progression on satisfactory grade average	



Articulation / Credit Transfer / Advanced Standing

Students who can provide evidence to meet outcomes of units within the MBA may, on application, be provided with exemption from up to 50% of the qualification.

This will include evidence of previous study of courses of equivalence and will be assessed on an individual basis.

Please refer to our Advanced Standing Application Guide for our policies, procedures and for further information.

To obtain a copy of this handbook, please contact the Program Director on 08 8241 8000 or gsb@aimsa.com.au.

Payment of Fees

The AIM SA Graduate School of Business is structured on a term basis. You will receive a letter of advice and an invoice one month prior to the commencement of each unit.

For a current fee schedule and terms and conditions contact gsb@aimsa.com.au or visit our website www.aimsa.com.au.

FEE-HELP

FEE-HELP is a loan given to eligible fee-paying students to help pay part or all of their tuition fees.

You can borrow up to the amount of the tuition fee charged by AIM SA for your unit of study.

Call 08 8241 8000 or email gsb@aimsa.com.au for a free FEE-HELP information booklet. For more information go to www.goingtouni.gov.au.

The Programs

The AIM SA Graduate School of Business is structured to suit busy professionals. Our programs are relevant and can also be customised to meet industry specific needs (see pg 3. Executive Development Program).

Designed For The Graduate

Management Programs are designed for generalist managers, those aspiring to higher levels of management

responsibility or senior managers in a smaller organisation where it is necessary to operate across a broad range of functional areas or disciplines.

Program Structure

Our participants can gain competence in individual disciplines that include planning, marketing, finance, and people management and also in the integration of disciplines to mastery of a holistic approach to management.

To gain a Graduate Certificate qualification, participants must complete four units and the required assessments.

To gain the Graduate Diploma in Management qualification participants must complete eight units and the required assessments. To gain an MBA qualification participants must complete twelve units and pass the required assessment.

MASTER OF BUSINESS ADMINISTRATION

3 Years part-time (12 units)	Page	Actual Contact Hrs	Total Hrs*
8 Core Units:			
GSB002 Leading, Managing and Developing People		30	130
GSB003 Managing Financial Resources		30	130
GSB004 Managing, Developing and Implementing Strategy		30	130
GSB005 Managing Operational Improvement		30	130
GSB007 Marketing for Managers		30	130
GSB013 Economics for Managers		30	130
GSB014 Business Decision Making and Analysis		30	130
GSB015 Leadership and General Management		30	130
<i>(Pre/co requisite Managing Developing and Implementing Strategy)</i>			
PLUS 4 Electives: (Choose 4 from the elective list)			

GRADUATE DIPLOMA IN MANAGEMENT

2 Years part-time (8 units)	Page	Actual Contact Hrs	Total Hrs*
5 Core Units:			
GSB002 Leading, Managing and Developing People		30	130
GSB003 Managing Financial Resources		30	130
GSB004 Managing, Developing and Implementing Strategy		30	130
GSB005 Managing Operational Improvement		30	130
GSB007 Marketing for Managers		30	130
PLUS 3 Electives: (Choose 3 from the elective list)			

*Student Study Mode - * Total Hours includes class contact / directed hours and private study hours.*

GRADUATE CERTIFICATE IN MANAGEMENT

1 Year part-time (4 units)	Page	Actual Contact Hrs	Total Hrs*
1 Core Unit:			
GSB002 Leading, Managing and Developing People		30	130
PLUS 3 Electives: (Choose 3 from the elective list)			

Elective/Core Units		Master of Business Administration	Graduate Diploma in Management	Graduate Certificate in Management	Graduate Certificate in Management (Consultancy Practice)
GSB002	Leading, Managing and Developing People	Core	Core	Core	Core
GSB003	Managing Financial Resources	Core	Core	√	–
GSB004	Managing, Developing and Implementing Strategy	Core	Core	√	–
GSB005	Managing Operational Improvement	Core	Core	√	–
GSB007	Marketing for Managers	Core	Core	√	–
GSB013	Economics for Managers	Core	√	√	–
GSB014	Business Decision Making and Analysis	Core	√	√	–
GSB015	Leadership and General Management	Core	–	–	–
GSB006	E-Business strategy	√	√	√	–
GSB008	Human Resource Management (<i>Pre/co-requisite Leading, Managing and Developing People</i>)	√	√	√	–
GSB009	Managing a Project Based Organisation	√	√	√	√
GSB010	Contract Management	√	√	√	√
GSB011	International Business	√	–	–	–
GSB012	Business Research Methods (<i>Pre/co-requisite Business Decision Making and Analysis</i>)	√	–	–	–
GSB016	Managing Consultancy Practice	√	√	√	Core
GSB017	Business Project (10,000 words) (<i>Pre/co-requisite Business Research Methods</i>)	√	–	–	–
GSB019	Strategic Organisational Change	√	√	√	√
GSB020	Leading for Innovation and Sustainability	√	√	√	√
GSB021	Foundation Concepts in Sustainable Development	√	√	√	–
GSB022	Implementing Sustainable Development (<i>Pre/co-requisite Foundation Concepts in Sustainable Development</i>)	√	√	√	–
GSB023	Sustainable Development Project (<i>Pre/co-requisite Implementing Sustainable Development</i>)	√	√	√	–

OR Project Option at MBA level (3 units)

GSB018	Strategic Business Project (20,000 words) (<i>Pre/co-requisite Business Research Methods</i>)	√	–	–	–
--------	---	---	---	---	---

Contact 30 hours per unit. Total 130 hours per unit (includes class contact/directed hours and private study hours)

GRADUATE CERTIFICATE IN MANAGEMENT (CONSULTANCY PRACTICE)

1 Year part-time (4 units)	Page	Actual Contact Hrs	Total Hrs*
2 Core Units:			
GSB002 Leading, Managing and Developing People		30	130
GSB016 Managing Consultancy Practice		30	130
PLUS 2 Electives: (Choose 2 from the following)			
GSB009 Managing a Project Based Organisation		30	130
GSB010 Contract Management		30	130
GSB019 Strategic Organisational Change		30	130
GSB020 Leading for Innovation and Sustainability		30	130

GRADUATE CERTIFICATE IN SUSTAINABLE DEVELOPMENT

1 Year part-time (4 units)	Page	Actual Contact Hrs	Total Hrs*
4 Core Units:			
GSB020 Leading for Innovation and Sustainability		30	130
GSB021 Foundation Concepts in Sustainable Development		30	130
GSB022 Implementing Sustainable Development (Pre-requisite Foundation Concepts in Sustainable Development)		30	130
GSB023 Sustainable Development Project (Pre-requisite/co-requisite Foundation Concepts in Sustainable Development)		30	130

Student Study Mode - * Total Hours includes class contact / directed hours and private study hours.

Graduate Attributes

A Graduate of the Australian Institute of Management SA Graduate School of Business with a Graduate Certificate in Management, Graduate Diploma in Management or Master of Business Administration . . .

Strives for intellectual rigour

- Has a strong sense of intellectual integrity and the ethics of scholarship
- Reaches a high level of achievement in writing, generic research, problem solving and communication
- Is a critical and creative thinker
- Uses applied research findings to support decision making

Understands the changing global context

- Develops a sustainable vision of the future for their organisation within a global context.
- Has the ability to analyse new scenarios in terms of strategic options.
- Has the ability to plan organisational responses to opportunity through value creation, organisational design, strategy development and leadership
- Demonstrates social, environmental and civic responsibilities

Manages for success

- Can apply knowledge and insights in innovative ways to meet organisational challenges
- Can lead in developing strategic solutions to newly emerging internal (corporate) and market-place (external) challenges.
- Recognises the changing place and value of intellectual property and human capital in organisations.
- Values and respects different cultures
- Applies the highest standards of business ethics

Demonstrates effective communication and interpersonal skills

- Communicates effectively and appropriately in a range of organisational contexts.
- Demonstrates strong writing skills that communicate effectively and appropriately.
- Develops forms and systems of communication to contribute to organisational learning and knowledge management.
- Builds relationships by working collaboratively and productively using highly developed communication and interpersonal skills.
- Is a competent manager of self.

Develops mastery of business and management disciplines

- Develops the knowledge and skills of an informed practitioner in the disciplines of business and management, integrating theories and practical applications.
- Develops skills in the field of strategy development, skills characterised by flexibility and innovative thinking.
- Uses business tools and models to manage people and other resources for continuous improvement

Strives to be a continuous adult learner

- Reflects on experiences and communicates learning.
- Learns in a range of ways, including through information and communication technologies
- Translates own learning needs into purposeful actions.
- Identifies the learning needs of others and supports the search for relevant learning activities.
- Practices life-long learning.

Academic Study Skills

(Recommended pre-entry to Graduate Program)

Leading, Managing and Developing People

Overview

This course will develop skills in writing academic reports. It will give the confidence to collect and collate research material including library, anecdotal and statistical evidence.

Participants will be able to present a finished report including introduction, research, methodology, body, conclusions and bibliography.

Content

- Planning and goal setting
- Sources of material
- Note taking
- Action learning
- Correct layout for academic reports
- Skim reading
- Selecting key points
- Proof reading
- Editing for readability
- Making recommendations.

Learning Outcomes

On completion of this unit, participants should be able to:

- Clarify the topic of the report/assignment
- Use better note taking skills
- Collate material into logical sequence
- Organise arguments to support the recommendations.

Prior to undertaking a Graduate qualification

AIM SA's Academic Study Skills is conducted twice yearly and is strongly recommended as an induction to post graduate studies for all students who do not hold an undergraduate qualification, or anyone else who would like to find out and be prepared for what will be expected of Post Graduate level study and assignment work.

Overview

People must be carefully managed, led and developed in order to enhance their competencies, motivation and subsequent performance. The approach taken in this unit will greatly assist the manager to understand the nature of people in our workplaces and assist individuals and teams to be more productive.

Content

- Managing self
- Employing people
- Leading and managing people
- Developing and rewarding people
- Improving the effectiveness of people

Learning Outcomes

On completion of this unit, participants should be able to:

- Instigate a self-development program
- Analyse and develop human resource requirements linked to business plans and objectives
- Recruit and select people with the required competencies
- Contribute to and communicate the 'vision' and business objectives
- Plan and negotiate work with teams and individuals to achieve objectives
- Plan and distribute financial and non-financial rewards
- Determine performance gaps and identify development opportunities.

Managing Financial Resources

Overview

A manager responsible for the performance of a section within an organisation has an increasingly difficult task. Financial resources must be carefully managed in order to achieve maximum returns with minimum risk. The educational approach taken in this unit will greatly assist the manager to understand the financial questions, analyse them appropriately and respond to them effectively.

Content

- Framework for managing financial resources
- Enhancing value through managing financial resources
- Operating drivers and breakeven analysis
- Investment drivers and project appraisal
- Financial drivers and capital structure
- Financial strategy and performance appraisal.

Learning Outcomes

On completion of this unit, participants should be able to:

- Interpret financial statements
- Use appropriate ratios to determine financial status
- Prepare and negotiate realistic budgets
- Monitor costs and control activities against budgets
- Plan to maximise return from financial resources
- Evaluate and represent investment proposals
- Analyse a company's financial position.

E-business Strategy

Overview

The purpose of the program is to provide participants the management skills for the current e-economy. Organisations will benefit from e-Business savvy managers skilled in this dynamic and evolving business practice. The course is focused on how to best think about, plan for and enact e-strategies that will maximise productivity and profitability.

Content

- Introduction to e-Business including e-commerce fundamentals and e-business infrastructure
- The e-Business Environment
- e-Business Strategy
- Implementing e-business including managing change and monitoring and maintaining e-business

Learning Outcomes

At the completion of this course participants should be able to:

- Analyse and evaluate e-business models, frameworks and tools
- Develop a e-business strategic plan
- Identify risk management issues related to strategic e-business planning
- Describe and apply techniques for managing in an e-business environment
- Manage an e-business project

Managing Operational Improvement

Overview

The change imperative for Australian organisations is crystal-clear: they must accept the challenge to become world-competitive. This unit introduces participants to contemporary management theories that must be applied across organisations (public and private, manufacturing and service) to obtain the highest value outcomes for customers (stakeholders) at the lowest possible costs, while making the most of organisational resources.

Content

- Global revolutions – the context for change
- Customer focus and value creation
- Performance measurement and variation
- Business excellence and quality frameworks
- Organisational systems and processes
- Leading and managing change
- Building a 'learning organisation'.

Learning Outcomes

On completion of this unit, participants should be able to:

- Identify and measure satisfaction levels of internal/ external customers
- Measure quality and efficiency of present operation processes
- Assess current organisational culture
- Interpret strategic goals to determine operational implications
- Develop operational plans to support strategic goals
- Create an organisational culture that is customer focused, team-based, seeks continuous improvement and support innovation
- Develop and implement programs to improve the quality and efficiency of operations
- Monitor the effectiveness of change and improvements.

Managing, Developing and Implementing Strategy

Overview

While strategic management is crucial to an organisation's direction and growth, it is generally recognised as the most complex and challenging aspect of management. Although traditionally it has been seen as the responsibility of senior management and the company board, successful companies today recognise that all their employees need to practice strategic thinking.

Content

- Analysing the internal and external environment
- Assessing business and unit performance
- Developing and evaluating strategic options
- Managing systems and processes
- Managing skills and resources
- Managing organisational structure and culture
- Preparing realistic business plans.

Learning Outcomes

On completion of this unit, participants should be able to:

- Analyse the internal and external environment
- Assess business and unit performance
- Develop and evaluate strategic options
- Manage the implementation of strategies
- Manage systems and processes while implementing business strategies
- Manage skills and resources while implementing business strategies
- Manage organisational structure while implementing business strategies
- Manage organisation culture while implementing business strategies
- Prepare realistic business plans to implement strategies.

Marketing for Managers

Overview

This unit introduces the theories and principles of marketing required for effective business practice to meet the needs of customers and achieve the organisation's objectives.

Content

- Marketing function in the organisation
- Sustainability and competitiveness of current products/services
- Consumer/customer behaviour
- Brand management
- Development of a new product or service
- Managing services
- Pricing strategy
- Distribution strategy
- Communication strategy.

Learning Outcomes

On completion of this unit, participants should be able to:

- Analyse the marketing function within organisations and discuss the impact it has on achieving organisational goals and objectives
- Examine the sustainability of products and services with a changing business environment and the impact of market forces on consumer buying behaviour
- Evaluate product strategies incorporating considerations of brand, price, promotion and distribution
- Critically analyse the new product development process including market research, concept testing, commercialisation and distribution channels.

Human Resource Management

Overview

This unit introduces managers to the basic principles that underpin the human resource management function of an organisation. The aim of this course is to facilitate the learning of concepts and practices of human resource management (HRM) as a mechanism for translating business strategies into the operational aspects of human resource management. This aim is achieved by examining the links between business strategy and human resource management and some of the techniques used for workforce planning, strategic staffing, training and development, performance management, and evaluating the effectiveness of the HRM function.

Content

- Strategy, vision, values and workforce planning
- Staffing strategies
- Strategies for managing and developing talent
- Strategic performance management, compensation and rewards
- Strategic human resources management plan.

Learning Outcomes

On completion of this unit, participants should be able to:

- Discuss the strategic significance and purpose of Human Resource Management in organisations, its links with strategic business planning processes and the influence of the environmental context
- Discuss current issues and emerging trends relevant to human resource management and management issues, such as internationalisation and the growth of knowledge work
- Identify the strengths and weaknesses of HRM models and frameworks and be able to use them appropriately
- Identify and begin to use frameworks and tools that demonstrate "added value" from HRM;
- Understand the ways in which the HRM function can impact on bottom-line performance
- Analyse an organisation's workforce profile and staffing strategies
- Analyse models for outsourcing and downsising and the supporting change management strategies and processes
- Evaluate methods for the measurement of ROI of the HRM function
- Evaluate the HRM capability/effectiveness of an organisation by conducting an audit of the HRM function.

Managing a Project Based Organisation

Overview

The overall objective of this unit is to help participants become comfortable and competent in addressing major management issues and decisions in a Project Based Organisation.

Content

- Projects management in organisations
- Project selection
- Project organisation
- Project planning
- Scheduling
- Resource allocation : monitoring and information systems
- Project control: project auditing
- Project termination.

Learning Outcomes

On completion of this unit, participants should be able to:

- Discuss the principles, skills and techniques required for the management of projects and the integration of a project management model within an organisational environment
- Discuss quality principles and how they relate to the management of projects
- Analyse the risk associated with projects and the development of contingency plans
- Evaluate the importance of teamwork, leadership and the practical application of skills in managing human resources within a project environment
- Develop detailed project plans including scoping and using computer based project management software
- Evaluate methods of monitoring and controlling projects in relation to costs, time and achieving required outcomes
- Discuss the issues relating to project closure and evaluation.

Contract Management

Overview

In an increasingly complex, competitive and global business environment, it is vital for managers to practice high-level contract negotiation and management. This is especially the case with large scale, high price and sensitive (culturally, economic, political etc) projects.

Content

- The elements that make up a contract
- Managing a contract
- Recruiting and selecting contractors with the required competencies
- Managing and negotiating the contract terms and conditions
- Preparing the contract
- Managing the contract
- Managing the finalisation of the contract.

Learning Outcomes

On completion of this unit, participants should be able to:

- Identify and explain the essential elements of a valid and enforceable contract
- Discuss the structure of commercial contracts and explain key terms in contracts
- Evaluate alternative contractor selection processes
- Critically analyse a range of strategies for negotiating business contracts
- Identify legal risks that might arise during the negotiation of commercial contracts
- Discuss strategies for managing commercial contracts and managing the performance of contractual obligations
- Analyse a range of contractual disputes and the outcomes
- Evaluate dispute resolution mechanisms.

Business Decision Making and Analysis

Economics for Managers

Overview

This unit introduces and explores the underlying principles of strategic decision making. It aims to develop awareness and competency in making thorough, insightful, effective and creative strategic decisions in line with organisational resources and capabilities.

Content

- The decision making environment
- Decision making approaches
- Decision making processes
- Probability, uncertainty and their influence on decision handling and outcomes
- Political, resource limitation, human bias and other decision modifiers
- Decision making activities
- Implementing decisions.
- Persuasive communication of decision outcomes;
- Managing the aftermath of decision making, enabling change or strengthening the status quo.

Learning Outcomes

On completion of this unit, participants should be able to:

- Describe the essential and critical phases of the decision making process
- Identify appropriate rational, quantitative, qualitative and intuitive approaches to creatively making decisions in a range of organisational circumstances
- Act independently or as a member of a decision making group in the tasks of making a management decision
- Apply a systems or holistic perspective to the creation and implementation of decisions within an organisation
- Demonstrate a high order of skill in analysis, critical evaluation and professional application
- Demonstrate creativity and flexibility in the application of knowledge and skills to new situations, to solve complex problems and to think rigorously and independently.

Overview

The unit aims to introduce underlying principles of micro and macro economics to the participant. It will enable the practicing manager to appreciate and understand how an economist thinks and will develop a framework for making choices and decisions using economic concepts.

Content

- Economic concepts and thinking
- The nature and method of economic thinking
- Scarcity, demand and supply in a market economy
- Competition and monopoly
- Markets and governments
- Interest rates and the financial system
- Monetary policy, exchange rates, economic growth
- Economic issues
- Economic challenges for the private and public business sectors
- Economic impacting affects personal and business decision making.

Learning Outcomes

On completion of this unit, participants should be able to:

- Describe and relate to their business environments the economic concepts of supply and demand, opportunity costs, marginal costs, trade offs, externalities, transaction costs, comparative advantage, price elasticity and inflation
- Explain market-exchange processes and discuss the impacts of monopoly and competition on market performance
- Demonstrate advanced understanding of monetary and fiscal policy in Australia and show how national and global interest and currency rates affect business decisions
- Show that he/she can use economic concepts and policies to improve their skills in thinking and business decision making
- Demonstrate a high order of skill in analysis, critical evaluation and professional application
- Demonstrate creativity and flexibility in the application of knowledge and skills to new situations, to solve complex problems and to think rigorously and independently.

Leadership and General Management

Overview

This unit provides a capstone for the MBA Program.

It examines strategy formulation and implementation at the corporate level. The unit dissects the role of a business enterprise in society and connects this to its responsibilities as a social entity. The unit explores the role of the corporate leaders in governing the organisation in a way that creates shareholder and stakeholder value and discusses emerging issues in corporate strategy such as corporate ethics, corporate environmentalism, sustainability and risk management.

Content

- Levels of strategy; assessing stakeholder needs and establishing stakeholder salience
- Creating value at the corporate level; value based planning; enterprise wide integrated risk management; the firm/natural environment relationship; concept of the green portfolio; managing shareholder goals
- Board –CEO relationship management; role of the Board; developing corporate governance structures
- Avoiding corporate level ethical dilemmas; corporate citizenship and corporate social responsibility; the sustainable corporation; Social auditing.

Learning Outcomes

On completion of this unit, participants should be able to:

- Describe the constructs of corporate governance
- Explore the organisations relationship with stakeholders
- Develop, implement and monitor strategy at the corporate level
- Develop competence to strategically manage the organisations business portfolio
- Apply strategic risk management techniques, issues and remedies
- Develop competence to lead a successful, socially and environmentally sustainable organisation
- Demonstrate a high order of skill in analysis, critical evaluation and professional application
- Demonstrate creativity and flexibility in the application of knowledge and skills to new situations, to solve complex problems and to think rigorously and independently.

Managing Consultancy Practice

Overview

Consultancy practice is an area of increasing choice for both professionals and experienced corporate managers. This unit aims to provide participants with knowledge about the consulting profession from the perspectives of the internal and external consultant. It will enable the participant to develop a set of consultancy capabilities by providing an understanding of, and the ability to apply, a set of methodologies, techniques and tools appropriate for those in the professional advice giving business.

Content

- The consulting profession
- Strategic development and management of consultancy practice
- Quality management
- Managing Consultancy projects
- Quantitative information collection and analysis; soft systems methodologies; consultancy project tools
- Basic problem solving approaches; legal and practical issues in project reporting and sign-off; consultancy project evaluation.

Learning Outcomes

On completion of this unit, participants should be able to:

- Understand the roles of internal and external consultants
- Create an action plan to set up a consultancy practice either as an internal organisational consultant or as an independent external consultant in their area of specialist/professional expertise
- Describe the key factors for consultancy project success
- Perform major tasks in the consultancy project life cycle
- Demonstrate the application of appropriate methodologies, techniques and tools to a variety of consultancy project scenarios
- Demonstrate a high order of skill in analysis, critical evaluation and professional application
- Demonstrate creativity and flexibility in the application of knowledge and skills to new situations, to solve complex problems and to think rigorously and independently.

Overview

This unit aims to develop awareness of the scope and complexity in managing business endeavours which extend across international borders. It will familiarise participants as managers and leaders with a range of options and strategies available to compete effectively and profitably in today's global economy.

Content

- Core issues in international business
- Overview of globalisation
- Dealing with national differences in political economy;
- Managing differences in culture
- The international trading arena
- Global trade and investment environment
- Dealing with the global monetary system
- Identifying influences on the strategy and structure of international business.

Learning Outcomes

On completion of this unit, participants should be able to:

- Demonstrate advanced knowledge of managing global operations
- Demonstrate an understanding of the differences between operating in the local, domestic market and global markets
- Show advanced knowledge of and capacity to select appropriate policies and strategies for coping with the international business environment
- Describe issues in governing international trading and investing
- Apply principles that affect relationships with international trading partners, particularly those of a political and cultural perspective
- Develop strategic choices for global operations
- Determine entry mode choice
- Demonstrate a high order of skill in analysis, critical evaluation and professional application
- Demonstrate creativity and flexibility in the application of knowledge and skills to new situations, to solve complex problems and to think rigorously and independently.

Overview

Leading and managing strategic change is a key responsibility of the senior management team. The process seems to suffer from one of two shortcomings; either the planning for change is inadequate or inappropriate or the execution of the change plan is faulty. This course examines the nature of strategic change planning and concentrates on senior management team roles and functions to ensure effective execution of strategic change processes.

Content

The global context for contemporary organisations: principles of organisational performance management: competitive strategy and its influence on corporate structure and stability: the Balanced Scorecard: measuring service and processes: internal change triggers: the change process (models of change process and change leadership): the role of the change agent: overcoming resistance to change: managing change in a cross-cultural circumstance: influencing change in a learning organisation.

Learning Outcomes

Following completion of this course the participants should be able to:

- Identify the role of the senior management team in initiating and implementing strategic organisational change;
- Describe the criteria for defining and managing effective and sustainable organisational performance;
- Identify environmental and industry triggers that precipitate the need for change;
- Explain the principles and processes of the change process and how it is influenced by individual and group behaviour and organisational culture;
- Utilise the principles and techniques of the Balanced Scorecard as a tool for designing and managing organisational change;
- Evaluate methods of improving performance and methods of productivity improvement and consider contemporary views on the alignment of people and organisational direction via Balanced Scorecard approaches; and
- Influence and activate a systemic approach to enterprise performance management within a learning organisation context.

Pre-requisite

Leading, Managing and Developing People

Overview

This unit exposes participants to the major approaches to business research design and conduct. It reviews the historical foundations and contemporary influences on the various ways in which research is utilised and understood. The unit explores both qualitative and quantitative research methodologies and develops frameworks for the application of each to business problems.

Content

- Research frameworks
- Research "logic" approached from the perspectives of inductive and deductive thinking
- Quantitative research
- Qualitative approaches
- Research ethics
- Reporting research and the research proposal.

Learning Outcomes

On completion of this unit, participants should be able to:

- Demonstrate advanced understanding of the major approaches and strategies of business research and the methodological choices that are available within approaches
- Understand the various aspects of a research design and be able to design a business research proposal
- Apply various quantitative and qualitative methods of data gathering and analysis utilised in business research
- Access electronic database resources using various retrieval techniques
- Critically evaluate research - focussed business literature;
- Identify and manage ethical and political aspects of business research
- Demonstrate a high order of skill in analysis, critical evaluation and professional application
- Demonstrate creativity and flexibility in the application of knowledge and skills to new situations, to solve complex problems and to think rigorously and independently.

Overview

The aim of this unit is to develop business research experience through an assignment for an organisation in which the participant is employed or through an opportunity to provide a research resource to a not for profit organisation. Participants will undertake a strategic analytical assignment under the supervision of the Program Director or a nominated supervisor.

Content

- The actual content of the research project will depend on the business situation analysed by the participant
- The coordinator /supervisor will work with the participant to develop awareness and a practical skills set appropriate to the progress of the project
- Topics for discussion and development could include (but not be limited to); Systems concepts and systems thinking; individual and organisational learning; problem defining, problem solving and decision making; action learning principles and practice; soft systems methodology; quantitative and qualitative data collection and analysis approaches; research project reporting; research project evaluation.

Learning Outcomes

On completion of this unit, participants should be able to:

- Appreciate the utility of a systemic approach to handle complex unstructured management problems
- Formulate and negotiate appropriate terms of reference to undertake an extensive business research project
- Formulate an appropriate research approach to the problem
- Facilitate client involvement where appropriate
- Apply modelling and analytical skills learned in previous courses
- Conduct a Literature review
- Demonstrate generalised business research skills including problem definition, choice of analytical techniques, report writing and presentation
- Critically reflect upon and analyse the learning experience for all stakeholders to the research assignment
- Demonstrate a high order of skill in analysis, critical evaluation and professional application
- Demonstrate creativity and flexibility in the application of knowledge and skills to new situations, to solve complex problems and to think rigorously and independently.

Leading For Innovation and Sustainability

Overview

An important key to organisational sustainability is innovation. Strategic leaders must develop and maintain a culture of enquiry, creativity and fearless innovation. Such leadership demands an understanding of the interacting elements that contribute to the effective and sustainable organisation:

- Its structure
- Its people
- Its politics and
- Its symbols and cultural nuances

Content

This course examines the nature of strategic leadership with regards to developing and nurturing a culture of curiosity and adventure that underpins the innovative, agile and sustainable organisation.

• *Innovation*

The nature of innovation; innovation and strategic competitive advantage; the process, tools and techniques of innovation; The leader's strategic role in fostering innovation; Bolman and Deal 4 organisational frames and their contribution to a culture of innovation; collaborative and engaging leadership styles and communities of common practice; generating ideas and managing organisational knowledge and intelligence.

• *Sustainability*

The sustainable business; efficiency; market edge; stakeholder support; the benefits of sustainable development

• *Innovating for sustainability*

Applying innovation tools and techniques to improve sustainability.

Learning Outcomes

Following completion of this course the participants should be able to:

- Identify the four frames of a business or social organisation and understand their contribution to the development of a culture of creativity and innovation;
- Recognise innovation as a core business process that significantly contributes to corporate competitive advantage;
- Develop skills in generating and exploiting relevant ideas that potentially contribute to sustainable organisation; and
- Identify the key contribution of people as individuals and as a collective community of common practice to the generation of innovative and sustainable futures.

Foundation Concepts in Sustainable Development

Overview

This unit aims to help students understand the key issues and implications of sustainable development and how these can be used to promote sustainable businesses. The unit explores literature, models and frameworks to build the knowledge base and conceptual framework to enable informed application of sustainable development practices.

Content

Sustainable development core concepts

- What is sustainable development?
- Why sustainable development? The demand.
- Sustainable development scope and concepts
- What are sustainable development practices?
- Motivations for Sustainable development
- The Global context
- The Australian context
- Key issues

Learning Outcomes

Following completion of this course the participants should be able to:

- Understand the core concepts and meaning of sustainable development
- Discuss organisational outcomes and benefits from sustainable development
- Integrate sustainable development concepts with organisational strategy
- Explore stakeholder needs and expectations
- Measure progress of sustainable development
- Compare various sustainable development frameworks and tools

Overview

This unit provides the opportunity for students to put into practice the knowledge and conceptual frameworks gained in Foundation Concepts in Sustainable Development to develop a sustainable business plan for a particular organisation.

Content

Change management

- Managing organisational change
- Initiatives and support available

Auditing sustainable development

- Current frameworks, guidelines and auditing tools
- Applying frameworks and tools

Influence and influencing stakeholders

- Stakeholder engagement strategies
- Stakeholder empowerment strategies

Analysing, evaluating & measuring sustainable development practice

- Return on investment
- Stakeholder benefits
- Market edge, efficiency, social reputation and *best practice in*

Sustainable Development

- A sustainable culture
- A sustainable business
- Case studies in best practice

Project managing sustainable development

- How to develop and implement a sustainable business plan
- Project scope, time, cost, human resources, communications, quality, risk management, contract and procurement management.
- Project management planning

Learning Outcomes

Following completion of this course, participants are able to:

- Audit an organisation's sustainable development status
- Apply various sustainable development frameworks and tools to different organisations
- Influence stakeholders on the benefits of sustainability strategies
- Analyse and evaluate current practices
- Formulate and develop best practice sustainability options
- Understand the project management of sustainable development

Pre/Co-requisites

Foundation Concepts in Sustainable Development Unit Code: GSB021

Overview

This unit requires the participant to complete an Action Project to:

- Develop a comprehensive sustainable development plan for an organisation or business unit
- Develop an implementation plan for the above (or part thereof)
- Implement and monitor the plan
- Evaluate the effectiveness of the plan or establish processes for evaluating the effectiveness of the plan

Course Content

- The specific content of the project will depend on the business situation and individual business plan.
- The coordinator /supervisor will work with the student to develop awareness and a skills set appropriate to the progress of the project.
- Topics for discussion and development could include (but not be limited to); Sustainable development knowledge, frameworks, tools and guidelines, Systems concepts and systems thinking; individual and organisational learning; problem defining, problem solving and decision making; action learning principles and practice; systems methodology; quantitative and qualitative data collection and analysis approaches; project reporting; project evaluation.

Learning Outcomes

Following completion of this course the participants should be able to:

- Evaluate and apply sustainable development frameworks and tools
- Develop a comprehensive sustainable development plan for an organisation
- Demonstrate the involvement of stakeholders in the project plan
- Implement sustainable development concepts in a practical setting
- Develop evaluation measures and a benefits statement

Pre/Co-requisites

Foundation Concepts in Sustainable Development GSB021 and Implementing Sustainable Development GSB022

Executive Development

AIM SA's innovative and flexible Executive Development programs are customised so that we "fit with you". We can customise an Executive Development Program for your organisation and deliver it at your place too!



Executive Development Programs

The AIM SA Graduate School of Business offers a comprehensive range of executive development programs for senior managers. In short, **we can come to you.**

Organisations can either select units from AIM SA's MBA program or work with our highly experienced consultants to develop a customised suite of topics.

Executive Development Programs can be delivered in-house across the State, or at AIM SA's Centre for Management Development.

Graduate School Online Community

The Graduate School has developed an online community to help us responsibly manage course notes and communications and to enhance your learning. It provides a place to chat, discuss issues and find out the most up-to-date information about what is happening in the Management field.

This site is used to download course notes, to help facilitate group work and to enable you to talk to other learners and your Lecturers.

Keep an eye on our online community for future developments e.g. podcasts, video and other blended learning opportunities.

To view the online community go to <http://learn.aimsa.edu.au>

TAILORED
LEADERSHIP
EDUCATION IN A
PROFESSIONAL
ENVIRONMENT

Confidential Application Form

Post Graduate Programs in Management

Please complete this registration form and mail to
AIM SA 180 Port Road, Hindmarsh South Australia 5007

This is an application for enrolment in

- Graduate Certificate in Management 47824
- Graduate Certificate in Sustainable Development 47826
- Graduate Certificate in Management (Consultancy Practice) 47825
- Graduate Diploma in Management 47823
- Master of Business Administration 47822

Month / Year

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Your Personal Details

Family Name _____

Given Name _____

Permanent Home Address _____

_____ Postcode _____

Telephone _____

Mobile _____

Fax _____

Email _____

Your Current or Most Recent Employment Details

Position Held _____

Length of Time in Position _____

Employer _____

Employer Address _____

_____ Postcode _____

Telephone _____

Mobile _____

Facsimile _____

Email _____

Correspondence Preference

Send all correspondence Home Workplace _____

Confidential Application Form

Post Graduate Programs in Management

Referees

Please give the name and contact details of two referees relevant to this application.

At least one referee needs to be work-related

Referee 1	Referee 2
Name	
Position	
Address	
Telephone	
Facsimile	
Email	

Please give a copy of the attached 'Referees Report' to each Referee. Ask the Referee to post or fax the completed report directly to the address below (marked to the attention of the Program Director, AIM SA Graduate School of Business, 180 Port Road Hindmarsh 5007).

Payment Options (more than one box may be ticked)

Please indicate who will be paying Company Self Request for FEE-HELP (for more information contact the Program Coordinator)

Please indicate which program Graduate Certificate (4 units) Graduate Diploma (8 units) MBA (12 units)

Please invoice each unit at the beginning of the month in which that unit commences.

Please invoice for the whole Post Graduate program to be paid in full.

I have read and understood the terms and conditions on page 28

How did you hear about this program?

- | | | |
|--|---|--|
| <input type="checkbox"/> Employer | <input type="checkbox"/> AIM SA Member Emails | <input type="checkbox"/> AIM SA Course Directory |
| <input type="checkbox"/> Colleague/Friend | <input type="checkbox"/> Self-Initiated Inquiry | <input type="checkbox"/> The Australian |
| <input type="checkbox"/> Media Advertisement | <input type="checkbox"/> The Advertiser | <input type="checkbox"/> Messenger |
| <input type="checkbox"/> Financial Review | <input type="checkbox"/> The Independent Weekly | <input type="checkbox"/> Other (please specify) |

I declare that the information supplied in this application is true and complete in every particular. I authorise the Australian Institute of Management SA to make enquiries about the details associated with this application.

Date / / Signature

OFFICIAL TRANSCRIPTS A complete official transcript of your tertiary record from each Institution attended must accompany this application. Transcripts must include passes and failures.

REFEREE REPORTS Please give a copy of the attached 'Referee's Report' and an envelope to each Referee. These completed reports can be posted or faxed directly AIM SA's contact details.

THIS APPLICATION FORM should be signed and dated by you and returned to the contact below.

RETURN CONTACT DETAILS

Australian Institute of Management SA, Centre for Management Development 180 Port Road, HINDMARSH SA 5007 Phone 08 8241 8000 Fax 08 8241 8080

PRIVACY STATEMENT To discuss the AIM SA Privacy arrangements please contact the Director of Education and Training on 08 8241 8000. To view AIM SA's Privacy Policy please visit our website www.aims.com.au

DEEWR Statistics Form

Student Name

Gender Male Female

Date of Birth / /

Student Number

Are you of Aboriginal or Torres Strait Islander descent?

No Yes

If yes

Are you of Aboriginal descent? Yes (3)

Are you of Torres Strait Islander descent? Yes (4)

Are you of both Aboriginal and Torres Strait Islander descent? Yes (5)

Residence

Semester residence postcode

If overseas, which country?

Permanent home address postcode

If overseas, which country?

Country of Birth

Year of arrival in Australia

Australian Citizen New Zealand Citizen Permanent Visa Temporary Visa

Languages spoken at home

Year 12 residence suburb postcode

If overseas, which country?

Do you have a disability, impairment or long term medical condition? No (2) Yes (1)

If yes, the disability is described as

Hearing Learning Medical Mobility Vision

Other Specify Send me advice on support services

Education Statistics

Did you complete Year 12? No Yes

If yes, what year did you complete?

What is your highest educational attainment prior to commencement of this course?

(02) Completed Higher Education postgraduate level course Completion year

(03) Completed Higher Education bachelor level course Completion year

(04) Completed Higher Education sub-degree level course Completion year

(05) Have started but not completed Higher Education course Completion year

(07) Completed final year of secondary education course
at school or through a Registered Training Organisation Completion year

(08) Other qualification complete or incomplete Completion year

(09) No prior educational attainment Completion year

(10) A complete VET award course Completion year

(11) An incomplete VET award course Completion year

What is the highest educational attainment of your parents / guardians?

	Male Parent / Guardian	Female Parent / Guardian
Postgraduate qualification (eg. Postgraduate Diploma, Master, PhD)	<input type="checkbox"/> (20)	<input type="checkbox"/> (40)
Bachelor Degree	<input type="checkbox"/> (21)	<input type="checkbox"/> (41)
Other post school qualification (eg. VET Certificate, Associate Degree or Diploma)	<input type="checkbox"/> (22)	<input type="checkbox"/> (42)
Completed Year 12 schooling or equivalent	<input type="checkbox"/> (23)	<input type="checkbox"/> (43)
Did not complete Year 12 schooling or equivalent	<input type="checkbox"/> (24)	<input type="checkbox"/> (44)
Completed Year 10 schooling or equivalent	<input type="checkbox"/> (25)	<input type="checkbox"/> (45)
Did not complete Year 10 schooling or equivalent	<input type="checkbox"/> (26)	<input type="checkbox"/> (46)
Don't know	<input type="checkbox"/> (49)	<input type="checkbox"/> (59)
Not Applicable	<input type="checkbox"/> (98)	<input type="checkbox"/> (98)

Frequently Asked Questions

Often we are asked questions about the programs run at AIM SA. If you have a question that cannot be answered from the list below, please contact us by phone 08 8241 8000 or email us at gsb@aimsa.com.au

Am I eligible to enrol?

The best way to confirm eligibility for the AIM SA GSB postgraduate programs is to contact AIM SA on 08 8241 8000.

How many intakes are there in a year?

Four intakes are scheduled annually.

How long will it take to complete the programs?

Typically participants will take 12 months to complete the Graduate Certificate in Management, 24 months to complete the Graduate Diploma in Management and 36 months to complete the MBA.

What is the profile of a typical participant?

A typical AIM SA GSB postgraduate participant is over 25 years of age, at middle or senior management level with more than six years management experience in a broad range of industries. Those participants with Bachelor Degrees have usually not taken on formal study for more than ten years.

When are the lectures held?

Lectures are held after-hours from 6.00pm to 9.00pm at the AIM SA Centre for Management Development. An evening meal will be supplied.

Intensive Units

Some units are offered in an intensive mode over 2 or 3 weekends during the 10 week term.

What is expected in terms of workload?

Although individual unit requirements differ, it is recommended participants complete 8-10 hours of self-directed study per week for each subject.

Can I gain credit for a unit similar to one from the AIM SA GSB programs?

Credit may be granted for units completed with other providers at the discretion of the Program Director GSB. It is essential that the unit for which credit is being sought matches the key outcomes of the AIM SA GSB unit.

Can I enrol in a single unit of study?

Participants can enrol in any individual unit for higher level skills upgrade. If the student so wishes they can go on to complete the entire program provided they meet entry requirements.

Can I apply for FEE-HELP for AIM SA GSB programs?

Yes . . . contact our GSB Program Coordinator for more details on 08 8241 8000.

Confidential Referee Report

Post Graduate Programs in Management

Instructions to Applicant Please complete the sections listed on this page of the application form.

Applicant Details

Family Name _____

Given Name _____

Title (Dr, Mr, Mrs, Miss, Ms) _____

Home Address _____

_____ Postcode _____

Referee Details

Family Name _____

Given Name _____

Title (Dr, Mr, Mrs, Miss, Ms) _____

Position _____

Employer _____

Contact Address _____

_____ Postcode _____

Telephone _____

Mobile _____

Fax _____

Email _____

Confidential Referee Report

Post Graduate Programs in Management

Instructions to Referee Please complete the sections listed below. Fax or post your report.

Referee Report

How long have you know the applicant _____

In what capacity have you known the applicant _____

Please complete the following table, comparing the applicant with others you have known during your professional career

	Exceptional (Top 2%)	Very Good (Top 10%)	Above Average (Top 30%)	Average Middle (Top 40%)	Below Average (Top 30%)	Unknown
Intellectual Ability						
Leadership Qualities						
Maturity						
Ability to Work With Others						
Self-Confidence						
Reliability						
Capacity for Original Thought						
Ability to Analyse Problems						
Oral Communication Skills						
Written Communication Skills						
Initiative						
Motivation for Post Graduate Study						
Completion of Projects						

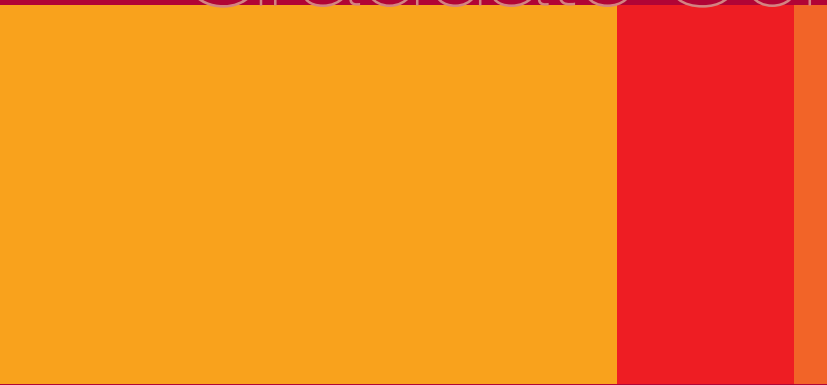
In relation to the applicant's management potential, please indicate the applicant's major strengths and areas for improvement.

Strengths	Area for Improvement

Other comments relevant to the applicant's ability to undertake post-graduate studies.

Please attach a statement containing any additional information, which may help the panel with its decision

Graduate School of Business





SOUTH AUSTRALIA

**The Australian Institute of Management SA
Centre for Management Development**

180 Port Road Hindmarsh 5007

Phone 08 8241 8000 Fax 08 8241 8080

gsb@aimsas.com.au

