MASB

Master of Arts Screen:
Business

Course Guide 2026

Lead the Next Generation
of Content Creators

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Section 1:
Key Information

Overview of this Course Guide

This Course Guide is structured in four sections and is intended to cover all aspects of the Master of Arts Screen: Business (MAARTSSB). The guide provides transparency on the structure of the course, expectations of students and staff and support through to graduation and employability in the industry.

Section 1 provides key information on the structure, expectations, and outcomes of the course. Here you will find useful information on graduate capabilities, course structure, course progression, and choice of electives.

Section 2 focuses on learning and teaching in the postgraduate degree program. Here you will be able to gain a clear understanding of the postgraduate degree and how and why we teach the way we do, what your time commitments are, and learning responsibilities.

Section 3 outlines the AFTRS approach to Teaching and Assessment. Detailed here is an explanation of AFTRS' assessment strategy, policy, and process.

Section 4 provides one-page subject overviews for all core and elective subjects.

Other Key Documents

This Course Guide is designed to complement several other documents that are also important for you to know about. In addition to Student Policies and Forms, all students should familiarise themselves with:

Student Handbook: This document sets out the course study rules for all students. It is your responsibility to read and be familiar with the information outlined in the Student Handbook. Topics include: Student Code of Conduct; Progress Rules; Managing your Course; Academic Support; Complaints; and Academic Policies.

Fees Schedule: This document identifies the tuition fees and associated information (study periods, census dates, credit points and EFTSL values) for subjects undertaken in courses of study at AFTRS.

Subject Outlines: These outlines are produced for each semester of the course and provide details of your subjects, including session titles, assessment tasks, deadlines and reading lists.

Key Course Information

Award	Master of Arts Screen: Business
Course Code	MAARTSSB
AQF Level	Level 9 - Masters' Degree
Total Credit Points	48
Standard Full-time Duration	2 semesters (1 year)
Maximum Duration (Candidature Period)	4 years
Minimum Credit Points per semester	6 credit points (1 subject)
Maximum Credit Points per semester	24 credit points (4 subjects)
Mode of Delivery	Multi modal (face-to-face and online) and External (fully online)

Graduate Capabilities

Graduates of AFTRS are:

1. Storytellers who possess the courage and integrity to embrace and reflect Australian perspectives.
2. Practitioners skilled for the screen and audio industries.
3. Creators who can effectively communicate ideas, problem-solve and collaborate inclusively.
4. Cultural leaders able to apply positionality and ethics in their practice.

Course Learning Outcomes

- INDUSTRY FORMS & PRACTICE: Research and evaluate the political, economic, cultural, and social dynamics of the local and global screen business industries and develop solutions to identified issues.

- BUSINESS ACUMEN: Analyse, identify, and communicate sophisticated business models through the critical evaluation of financial frameworks and measures.

- PEOPLE SKILLS: Develop and deploy an approach to leadership in their business or career to achieve a defined outcome.

- FRAMEWORKS & PERSPECTIVES: Deploy appropriate research methods and strategic frameworks applicable to the screen media industries, and an approach to innovation to construct a competitive business advantage, overcoming issues and planning for future growth.

- ANALYSIS: Critically appraise the screen media market potential and formulate an approach to reaching audiences/customers that aligns to a screen product or company.

Course Completion Requirements

Students are expected to actively engage in their learning in a positive and respectful manner by attending all scheduled sessions, completing coursework, assessments – individual and group, and workshops, collaborations and projects in good time.

Students must attempt all submission tasks in each subject, noting here that some assessments are split into multiple tasks. For avoidance of all doubt, students cannot skip or ignore a task; each task for each assessment must be attempted. Students must achieve a passing grade (50% and above) in all subjects in one academic semester to be eligible for completion.

Students will be participating in assessments which involve group work throughout the course. These group assessments are an intergral part of the collegiate, peer-to-peer learning aspects of the course. Group assessments require the student to attend classes and collaborate with their peers towards the best possible outcome of the group assessment. If students fail to attend the appropriate classes, they must notify the Subject Lecturer, Discipline Leader, and Course Convenor for the Master of Arts Screen: Business of their absence in advance, to propose how they will complete the group assessment.

Refer to the Student Handbook for progression rules and assessment regulations.

Credit Point Structure

Subject Code	Subject Name	Mode of Delivery 1	Mode of Delivery 2	Type	Credit Points	Total hours	Directed hours	Self-directed hours
SCNB1025	Leadership in the Creative Industries	Internal	External	Core	6	144	36	108
SCNB1032	Screen Media Project Development	Internal	External	Core	6	144	36	108
SCNB1026	Entrepreneurial Finance	Internal	External	Core	6	144	36	108
SCNB1033	Managing Growth and Technology	Internal	External	Core	6	144	36	108
SCNB1024	Market and Platform	Internal	External	Core	6	144	36	108
SCNB1028	Enterprise and Innovation	Internal	External	Core	6	144	36	108
SCNB1029	Capstone Project	Internal	External	Core	6	144	36	108
				Core Subjects Required	42	1008	252	756

Subject Code	Subject Name	Mode of Delivery 1	Mode of Delivery 2	Type	Credit Points	Total hours	Directed hours	Self-directed hours
SCNB1034	International Screen Media Policy and Finance	External	n/a	Elective	6	144	36	108
SCNB1027	Entrepreneurial Leadership (Practicum)	Multimodal	n/a	Elective	6	144	36	108
				Electives Maximum	6	144	36	108

	Credit Points	Total hours	Directed hours	Self-directed hours
Electives Total	6	144	36	108
Core Subjects Total	42	1008	252	756
Course Total	48	1152	288	864

Course Rules

The MAARTSSB is recommended to be completed as a one-year full-time course, however, students can select their own volume of study, from a minimum of one, up to a maximum of four subjects per semester. Variations to study load may be arranged under special circumstances, and through consultation and approval with Faculty and the Student Centre.

- Students must complete 7 core subjects and 1 elective subject.

- *SCNB1026 - Entrepreneurial Finance* (core) must be undertaken in the commencing semester of the course.

- *SCNB1029 -Capstone* Project (core), must be undertaken in the final semester of study (it may be undertaken at the same time as any other subject, except SCNB1026).

All other subjects can be undertaken in any order, but are subject to scheduling. That is, subjects are offered in a fixed position in nominated semesters.

Electives will only be delivered if minimum numbers are reached.

Alternate Exit Qualifications

Advice on alternative exit qualifications can be found in the Student Handbook.

The following are the alternate exit qualifications in this course:

Upon successful completion of four subjects (24 credit points), you may exit with a Graduate Certificate Screen: Business.

Upon successful completion of six subjects (36 credit points), you may exit with a Graduate Diploma Screen: Business.

Section 2:
Structure & Content

Course Rationale

The Master of Arts Screen: Business (MAARTSSB) is a transformational program designed for mid-career professionals from the screen media sector. It aspires to develop graduates who are visionary, highly skilled leaders, and entrepreneurs able to enrich Australian culture, expand and grow the Australian screen media economy, build businesses and / or achieve high-level, sustainable careers in the dynamic, fast-moving, global screen media landscape.

The course is made up of three dominant streams: finance, entrepreneurial leadership, and technology. In each of these streams, business opportunity and project development are embedded, whether it be in the creating, pitching and producing domain of film, television and online content; event creation and curation; creation and management of audio / visual works; or immersive media. The course emphasises intensive, practice-based development and skills training aimed at the delivery of market ready projects – being the focus of the final subject, the Capstone. Practical outcomes are delivered in conjunction with theoretical frameworks that equip students to think critically and evaluate the complex, real-world problems encountered when engaging with the global screen media market. Working internationally is a feature of the program, including engagement with, and capitalising on, screen media opportunities in our neighbouring regions. Workshops, tutoring and high-level interaction with the screen media industries, both domestic and international, feature throughout the course.

Students will gain core knowledge and skills in:

- Entrepreneurial Leadership.

- Complex Collaboration and Team Management.

- Financial Management and Modelling supporting Project Development and Content Creation.

- Business Growth, International Market Access, and Opportunities in New Markets.

- Strategic Innovation.

- The Adaptation of New Technologies.

Throughout the course, there will be sustained, detailed research opportunities, sophisticated problem solving, and entrepreneurially inspired analysis of existing and emerging screen technologies and markets.

Graduates will emerge with high-level leadership, financial and technology skills, ready to engage with the screen media industry as highly skilled practitioners, entrepreneurs, and leaders in their chosen field.

Links with Industry

AFTRS is a practice-based, industry-focussed teaching institution. Industry contact is hardwired into the course through the extensive use of screen industry professionals and tutors, teaching the very latest industry practices, engagement with major companies and enterprises in the region, with emphasis always on emerging career and business opportunities. Industry links are both international and domestic and, throughout the course, you will be benchmarking domestic practice against international standards.

In addition to expert teaching staff, a variety of specialist guest tutors and guest speakers will share their expertise with you.

The course content is also reviewed regularly by AFTRS' Industry Advisory Groups and alumni working in industry to ensure it remains at the forefront of innovative industry practice. In addition, we conduct an annual industry survey as part of our curriculum review.

Statement of Commitment: AFTRS First Nations Strategy

1. We recognise First Nations people's sovereignty and self-determination as dynamic, diverse and place-based.

2. We recognise the ethics, values, and knowledges of First Nations communities.

3. We honour and uphold the commitment to First Nations education and media training.

4. We respect, value, and apply First Nations knowledges, knowledge systems, technologies, and the development of culturally responsive pedagogies and practices.

5. We are committed to efforts and initiatives that build intercultural relationships, ethical relationality, and the collective approach to prioritise First Nations community governance.

6. We are committed to ongoing mutual learning and growth and understanding that this living process will have no 'finish' or 'end' date.

7. We acknowledge that First Nations knowledge systems are dynamic, living, and undergo constant processes of renewal.

8. We will use project-based approaches to explore engagements between Eurocentric and First Nations Knowledges to create, inspire and generate awareness and appreciation across knowledge systems.

9. We recognise the centrality of relationships of First Nations' kinship systems, extending into the biosphere, known as 'kincentric ecologies'.

Inherent Requirements

An Inherent Requirement is an academic or non-academic requirement that is essential for students to demonstrate in order to successfully complete their course. Inherent Requirements refer to the abilities, knowledge and skills required to achieve the core learning outcomes of the course, while preserving the academic integrity of the school's learning, assessment and accreditation processes.

For this course you are required to be able to undertake:

Communication tasks:

- Presentations to peers, academics and industry representatives.
- Understand and respond to verbal and written communication at a high level.
- Respectfully communicate with diverse cohorts on diverse topics.

Reflective/creative tasks:

- Create and reflect upon a range of practical creative projects.
- Originate ideas and actualise artefacts within disciplinary contexts.

Physical tasks:

- Attend 80% of classes.*
- Attend all classes and workshops allocated for group work assessments.**
- Complete mandatory inductions.
- Take responsibility for the hire and return of gear.

Intellectual tasks:

- Organise and collect information.
- Synthesise theory and practice.
- Accurately recall information.
- Demonstrate appropriate time management in the delivery of tasks

Interpersonal tasks:

- Comply with the AFTRS Charter of Conduct.
- Demonstrate respectful and safe behaviour at all times.
- Manage conflict and moderate emotions.
- Contribute to a positive learning culture.

Technological tasks:

- Engage with school technological platforms as required
- Check student email account regularly
- Complete all required online orientation modules

Students living with a disability or a chronic health condition are able to have reasonable adjustments made to enable them to meet these requirements. These adjustments must be formalised through a Learning Access Plan (LAP), which is facilitated by Student Centre.

*Inability to attend classes, in person or online, needs to be communicated to the Program Convenor. Attendances are recorded.

** For Group Assessments, students will be placed into teams during the class. These teams of students are to meet at regular designated times. Your participation in these groups will be noted as part of the Assessment. The in-class assessment team activities, as well as those outside of class participation, is considered part of the completion requirements for Group Assessments.

Mandatory Online Training

All students are required to undertake specific learning modules as part of their course. The online modules are to be completed as a condition of your enrolment. These learning modules must be completed by the end of the first semester of study.

All AFTRS students must complete:
- An Introduction to Indigenous Media Ethics and Aesthetics.
- Academic Integrity module

MAARTSSB students must complete
- WHS Regulatory Framework.

Section 3:
Teaching & Assessment

Overview

Please review the Course Rationale section of the Course Guide for an depth understanding of the aims and outcomes of the program.

Delivery: The MAARTSSB is a combination of lectures, targeted tutorials, workshops, and self-directed learning, delivered in block format across a variety of pathways and study options. A key outcome of the course is the ability to conduct primary research and deliver key findings and reports.

You will develop high-level presentation skills enabling you to present findings and reports and pitch individual business propositions to industry panels and representatives, both domestic and international.

You will also have an opportunity to work peer-to-peer and in groups to deliver complex, industry-focused presentations and demonstrate high-level problem-solving skills.

People skills, particularly, peer-to-peer learning and collegiallity are an important feature of the course and are a necessary part of interaction with the Course Aims and Outcomes.

The course culminates in the delivery of a Capstone project of your choice.

Types of Learning Activity

Direct Teaching: classroom or workshop-based teaching where students are guided through a series of planned exercises synchronously, supported by teaching staff. Direct teaching formats can include lectures, seminars, tutorials, and workshops. Direct teaching can also be offered online or remotely.

Directed Learning: Tasks set by teaching staff which might occur synchronously or asynchronously. They are often set as work to be done independently by students and may form a part of their self-directed learning time.

Self-directed Learning: A volume of allocated learning time per credit point that allows students to undertake self-guided, unstructured study. It allows students to consolidate and expand on what they have learned. This includes time for students to complete assignments, group work, readings / viewing, research, and access AFTRS equipment and facilities in accordance with availability and in compliance with relevant school guidelines.

Group Work: Group work is delivered in the form of in-class and outside-of class-participation in team assessment activities. It is considered part of the completion requirements for Group Assessments under the marking criteria of People Skills.

Learning Activities

Lecture (Live): A live lecture being delivered on campus or online to students, presenting core themes, skills, or concepts essential to achievement in the subject. Lectures may be attended face-to-face and/or online, depending on the subject's mode of delivery.

Lecture (Pre-recorded): Audio from Lectures will be recorded and available on Moodle (AFTRS on-line learning platform) alongside PDF versions of slide presentations.

Workshop: Hands-on learning where concepts and skills are developed through a practical experience. Delivered synchronously / face-to-face on campus or with partners.

Learning Assets: This is a highly produced and polished piece of media or resource that supports students learning, and is supplementary to a hands-on learning activity or as teaching items to be used online with a life span of three or more years. It could be a video essay, a video lecture, audio material (podcast) or PowerPoint presentation, or online activity like a Moodle book or quiz.

Asynchronous/Online Content: Consisting of small units of information (video / audio / text) and then directed learning activities that can be undertaken on an individual basis. Students have the option to share their work for peer and lecturer feedback that is not time-constrained or scheduled.

Mentoring/Tutorial: Individual or small sessions with a tutor and a student(s) booked on an ad-hoc as needed basis. These are booked directly with a tutor or via JIRA system. These are of an hour duration. Students can allocate part of the hour for the tutor reading any materials.

Practicum (Directed Teaching Activity): A practicum is a supervised course of study in industry designed to give students experience in the practical application of a field of study. In the MASB, practicums are usually on-site at the place of business.

Group Work: Group work varies from subject to subject, often a formation of small groups for assessment tasks, but sometime major endeavours in practicums and colloquia.

Colloquium: A colloquium is a high-level research discussion in the form of a tutorial group. Led by a lecturer or tutor, the MAARTSSB colloquia form part of the in-depth research undertaken by students as part of their Capstone Project.

Assessment Strategy

Assessments are designed to ensure that students can demonstrate that they have met the course learning outcomes. Good assessments also form part of the teaching and learning experience as well as provide feedback that aids your continued development.

In the MAARTSSB, all assessments, and all sections of all assessments must be attempted in order for a student to progress.

Types of Assessment

There are two main forms of assessment that are used in the Course:

Formative: On-going formative assessment is designed to help monitor student learning throughout the subject and provide feedback that enables students to improve their learning. It can occur at any stage of an exercise or project to help identify strengths and weaknesses and address problems. Examples of formative assessment on the Course are Quizzes, Tutorial Presentations, and Reports.

Summative: Summative assessment is designed to evaluate student learning at the end of a subject by comparing it against a defined benchmark, such as the Subject or Course Learning Outcomes. It is used to measure student progress at each level, and it contributes towards the final grade for the Course. Examples of summative assessment on the Course are: Critical Analysis; Pitch and / or Presentation.

Learning Outcomes & Marking Criteria

Assessments should be viewed as targeted exercises enabling students to demonstrate subject learning outcomes. Assessment methodology is described in the Marking Criteria accompanying assessment descriptions, and in the Rubrics supplied in semester outlines. It is important students familiarise themselves with both Marking Criteria and accompanying Rubrics as assessment work is linked to Learning Outcomes rather than a general understanding of the subject area; that is, it may be that a piece of work is excellent in execution but if it is not demonstrating the learning required, as outlined in the Marking Criteria and Rubrics, then it cannot receive a mark reflecting the effort and input that went into work.

Learning Outcomes and Marking Criteria are often densely written to convey complex concepts and levels of learning. It is important to note the process of understanding the Learning Outcomes and Marking Criteria cannot be separated from the process of learning itself.

If you are unsure about the meaning of Learning Outcomes and Marking Criteria, it is your responsibility to discuss this with your lecturers.

Assessment Structure

Scaffolding

Assessments are scaffolded, with the intention that learning from one assessment will impact the next. To this end, it is important that assessments are undertaken in the designed sequence.

Weighting

Assessments across each subject are weighted (that is, they are allocated a proportionate percentage value of the overall total). The weightings for assessments are not typically split evenly, rather, weighting is based on the perceived importance of each assessment and how it relates to the associated assessments.

Assessment Moderation

Moderation

Moderation meetings take place prior to the marking your work and is attended by the assessing tutors, a representative from the Teaching & Learning team and convened by the Subject Leader. The function of this meeting is to discuss how to grade against the Assessment Rubric and set expectations of what constitutes a high distinction, distinction, etc.

A further moderation takes place once the marking is complete, where the Subject Leader typically selects three assessments from each assessing tutor and reviews the work, mark, and feedback to ensure a level of consistency across the assessors.

Alternative Assessments

AFTRS recognise that students have different learning requirements. Where you believe that any of the *Inherent Requirements* may create a barrier for your success, you may seek reasonable adjustments via a Learning Access Plan (LAP). AFTRS can then work *with* you to ensure that your learning is assessed in the most appropriate way for your own circumstances. This may include the provision of alternative assessment tasks.

AFTRS cannot guarantee this option without due process and preparation, so it is important for students to seek reasonable adjustments when they commence their course, or as soon as the need arises.

Section 4:
Core subjects (7) &
Elective Subjects (2)

Subject: Entrepreneurial Finance

Subject code	SCNB1026
Credit Points	6
Mode of Delivery	Fully online
Subject type	Core

Subject Overview

This subject examines the management, financial skills, and knowledge necessary to set up and establish innovative new screen media ventures, start-ups, and businesses.

The roles of start-up founders, employees, investors, and financial advisors will be examined, as well as financing structures in the screen media start-up world, including venture capital, private equity and angel financing, and the skills needed to present business plans and financials to the market. Also, how to argue a persuasive and convincing business case and present a credible development pathway to investors and or clients. Students will learn how to carry out a cost-benefit analysis, value a company, build financial models, create business plans and proposals, and use accounting information to support strategic decision-making in raising finance. Exit strategies and realisation of value will also be covered.

This subject is a part of a complementary suite of Finance and Business subjects, including Managing Growth and Technology, and electives: International Screen Media Policy and Finance, and Entrepreneurial Leadership.

Students entering the program with limited financing and spreadsheet experience are strongly encouraged to complete the pre-module, Financial Management and Modelling. This non-compulsory online module is open to enrolled students prior to commencement and covers basics of financial modelling and tuition in Excel.

Subject Learning Outcomes

BUSINESS ACUMEN (LO 2)	Critically evaluate the financial drivers for a new business case in order to present a compelling business case narrative for a new venture to key stakeholders and investors.
PEOPLE SKILLS (LO3)	Interpret established industry frameworks to create and cost a structured management and staffing plan for a new venture.
ANALYSIS (LO 5)	Research and apply the practice of constructing financial models for new ventures, with sophisticated forecasting of revenues and timelines, and profiling prospective income and realised value.

Subject: Leadership in the Creative Industries

Subject code	SCNB1025
Credit Points	6
Mode of Delivery	Face-to-face or fully online
Subject type	Core

Subject Overview

In this subject, students will evaluate theories and practice in screen media leadership and entrepreneurial behaviour. Specific leadership techniques and strategies, including workplace management and ethics, change management, and entrepreneurial, social and policy outcomes, will be explored with a view to achieving a deeper understanding of leadership styles, company practice, and ethical behaviour in the contemporary screen media landscape. Students will also develop a suite of skills that will enable them to improve decision-making, negotiation skills and creative team formation.

From the perspective of entrepreneurial leadership, the subject will broaden out to examine the influence and effects of government and public policy on the screen media industry. The many policy levers and factors, state and federal, governing the growth and opportunity will be examined. The development of the Australian screen production sector and the contemporary public policy debate and advocacy will be used to interrogate contemporary issues in the sector. Key government interventions in screen media affect screen industry practice and growth will be examined, with students encouraged to assess the outcomes of these interventions, good and bad, for the viability and entrepreneurial spirit of the screen media sector.

This subject is a part of a suite of Entrepreneurial subjects, including Enterprise and Innovation, Managing Growth and Technology, as well as sections of Screen Media Marketing, Screen Media Project Development, and the electives, Entrepreneurial Leadership and International Screen Media Policy and Finance.

Subject Learning Outcomes

INDUSTRY FORMS & PRACTICE (LO 1)	Explore how to manage high performing talent and maximise creativity, including testing and evaluating approaches to ethical behaviour, communication and persuasion within a team.
PEOPLE SKILLS (LO 3)	Identify and practice techniques of presentation and persuasion in communicating business and creative ideas to stakeholders, media and decision makers.
FRAMEWORKS & PERSPECTIVES (LO 4)	Critically analyse and evaluate a range of approaches to contemporary creative leadership, entrepreneurialism, and public policy in the screen media industries.

Subject: Enterprise and Innovation

Subject code	SCNB1028
Credit Points	6
Mode of Delivery	Face-to-face or fully online
Subject type	Core

Subject Overview

In this subject, students explore the fundamentals of start-up business and enterprise-level strategies from the perspective of innovative practice in new business ventures*. Opportunities arising from advances in technology are a feature of this subject and will be analysed from both theoretical and practical perspectives.

In the theoretical part of the subject, students will apply essential frameworks and tools for start-ups, or new entrants in the field, including methods for analysing the underlying structure of an industry, assessing the strength of competition, and how to establish a sustainable, competitive, and scalable advantage, and practical tools to stimulate innovation and explore new ways of engaging with different customer segments.

In the practical part of the subject, processes associated with strategic innovation will be examined through expert industry guest lectures and practical

technology innovation workshops. These will include case studies analysing the implementation of technology-based entrepreneurial opportunities.

This subject is a part of a complementary suite of Entrepreneurial subjects, including Leadership in the Creative Industries, Managing Growth and Technology, Screen Media Marketing, Screen Media Project Development, and the electives, Entrepreneurial Leadership, and International Screen Media Policy and Finance.

Noting here the focus of this subject is the domain of start-ups, or entry-level enterprises. This aspect of study differentiates Enterprise and Innovation from its companion subject, Management and Technology, which focuses on existing business enterprises.

Subject Learning Outcomes

BUSINESS ACUMEN (LO 2)	Identify approaches to innovation, tools and technology that can aid the implementation of new business models or the process of introducing new business models to the market.
PEOPLE SKILLS (LO 3)	Explore how to introduce and manage innovation within a team and enhance business related creativity and productivity.
FRAMEWORKS & PERSPECTIVES (LO 4)	Consider how broader industry, market, and economic dynamics relate to the screen and media industries when generating strategies for the creation of new or start-up businesses.
ANALYSIS (LO 5)	Test and evaluate through research and financial modelling a new business model's viability within the marketplace, and how to apply these principles to your own business or product.

Subject: Market and Platform

Subject code	SCNB1024
Credit Points	6
Mode of Delivery	Face-to-face or fully online
Subject type	Core

Subject Overview

This subject examines effective strategic marketplace planning, enabling individuals and organisations to analyse their place in the market, including:

- Identifying and engaging with clients launching a product.

- Customer behaviour and the screen media economics of marketing and branding.

- Integrating a range of skills to set organisational values and accurate and worthwhile marketplace goals.

- The methods behind creating viable and engaging marketplace reports and presentations.

- Identifying appropriate and relevant roles and responsibilities for appropriate staffing and industry support.

The development of an entrepreneurial mindset will be examined to enable an awareness of the flexibility required to engage with shifting and fragmenting markets, and to create the environment for pursuing opportunities across changing economic environments and landscapes. Students will also engage with the entrepreneurial techniques needed to present and sell a compelling proposition to markets and audiences. There will be practical sessions on persuasion and communication techniques, and methods in which the entrepreneur can market and brand both product and supplier.

This subject is a part of a complementary suite of Entrepreneurial subjects, including Leadership in the Creative Industries, Managing Growth and Technology, and Screen Media Project Development.

Subject Learning Outcomes

INDUSTRY FORMS & PRACTICE (LO 1)	Think critically about the importance of marketing and brand principles and strategic career decision making and business planning.
BUSINESS ACUMEN (LO 2)	Create a fully integrated business plan, incorporating brand and marketing positioning, using appropriate business, client, audience and marketplace frameworks.
PEOPLE SKILLS (LO 3)	Understand the relevant roles, structures and ethical and social responsibilities involved in taking a business proposal to the market.
FRAMEWORKS & PERSPECTIVES (LO 4)	Develop strategies and frameworks for identifying and exploiting opportunities in the media sector through Marketing and Branding.

Subject: Managing Growth and Technology

Subject code	SCNB1033
Credit Points	6
Mode of Delivery	Face-to-face or fully online
Subject type	Core

Subject Overview

This subject will give students the opportunity to analyse critically the practice of managing and growing successful businesses in a competitive and complex world*. With emphasis on the theories of management, the need for developing expert domain judgement and autonomous decision making, and fostering an in-depth understanding of the opportunities and challenges arising from advances in technology, students will examine the key drivers behind business growth. Embracing change and technological innovation by creating an environment in which new ideas can flourish is examined.

This subject is part of a suite of Entrepreneurial subjects, including Leadership in the Creative Industries, Enterprise and Innovation, Screen Media Project Development, Market and Platform, and the elective, Entrepreneurial Leadership.

*Noting here the focus of this subject is the domain of existing screen media business enterprises. This aspect of study differentiates Management and Technology from its companion subject, Enterprise and Innovation, which focuses on start-ups, or entry-level enterprises.
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Subject Learning Outcomes

INDUSTRY FORMS & PRACTICE (LO 1)	Evaluate underlying technological, economic, and social drivers of business growth in local and global screen industries and develop solutions to identified issues, and opportunities arising from industry practice.
BUSINESS ACUMEN (LO 2)	Synthesise key issues for managing growth in existing companies and evaluate a growth strategy applicable to their own business venture or enterprise.
FRAMEWORKS & PERSPECTIVES (LO 4)	Analyse and evaluate strategic frameworks and complex structures to construct competitive business models and strategies for growth and scale.

Subject: Screen Media Project Development

Subject code	SCNB1032
Credit Points	6
Mode of Delivery	Face-to-face or fully online
Subject type	Core

Subject Overview

Designed for a variety of creative professionals in the Screen Media and Creative Arts Industries - producers, musicians, technology entreprenuers, publishers, conference organisers, and arts curation, event and festival managers - this subject will provide an analysis and understanding of the development process that drives new creative screen and audio projects.

Engaging at a strategic level and identifying opportunities through interrogation of the existing screen media landscape, the subject prepares students for their specific industry or media of interest via a project pivotal to their long-term goals. Students will be expected to research their chosen domains, and analyse, propose, budget, and execute an event or project. Preparation of written and visual documentation – scripts, synopses, story bibles – as well as presentation and pitching skills in visual formats, will be complemented by an understanding of the financial paradigms of the development process, including slates and budgets, and state and private funding sources, and the major external market influences on Australia's creative industries and cultural landscape.

Assigned weekly readings must be completed before each session as outlined on Moodle. The course will also feature guest presentations on top of the normal delivery platform. These guest sessions will not be compulsory but are designed to give a better understanding of what success looks like in in the screen media industry.

This subject is a part of a complementary suite of Entrepreneurial Leadership subjects, including Leadership in the Creative Industries, International Screen Media Finance and Policy, Enterprise and Innovation, Managing Growth and Technology, and Screen Media Marketing.

Subject Learning Outcomes

INDUSTRY FORMS & PRACTICE (LO 1)	Demonstrate an understanding of the economic, cultural and policy dynamics of the creative industries in Australia.
BUSINESS ACUMEN (LO2)	Demonstrate an understanding of existing and past practice, and opportunities for commercial and cultural engagement new forms of screen and digital technology.
PEOPLE SKILLS (LO 3)	Develop and deploy an approach to leadership in their business or career to achieve a defined outcome.
FRAMEWORKS & PERSPECTIVES (LO 4)	Critically analyse and evaluate a range of approaches and responses to the impact of screen and digital technology on creative practice, business models and audience expectations.

Subject: Capstone Project

Subject code	SCNB1029
Credit Points	6
Mode of Delivery	Face-to-face or fully online
Subject type	Core

Subject Overview

A combination of research, analysis and business planning, the Capstone Project is designed to bring together the various threads of the course into a unified whole. The focus will be on demonstrating entrepreneurial leadership through a presentation of a persuasive case for a career-defining proposal. Capstone topics will be selected in consultation with the Program Convenor, and / or the Discipline Lead, and should generally be of practical value to industry, commercial in nature, and highly relevant to the student's career strategy.

The subject is designed as a series of colloquia: tutor-led, small group, peer-to-peer meetings, the purpose of which is to share, explore, and test research findings and proposals.

This subject is to be completed in the final semester of study.

Subject Learning Outcomes

INDUSTRY FORMS & PRACTICE (LO 1)	Apply specialised, practical skills to the to creation of policy and finance debates on contemporary screen media practice.
BUSINESS ACUMEN (LO 2)	Demonstrate an understanding of the financial, economic, cultural and policy dynamics of the international screen media industries.
ANALYSIS (LO 5)	Analyse current issues of finance and policy facing Australian screen media businesses operating in the Asian screen sector.

Elective
Subject: Entrepreneurial Leadership (Practicum)

Subject code	SCNB1027
Credit Points	6
Mode of Delivery	Multi modal
Subject type	Elective

Subject Overview

In a 'live' business case study, students will analyse an existing media company operating in the global media and entertainment landscape and develop and present a business case for a new business opportunity that will either solve an existing operational problem, increase productivity, or create new growth opportunity within the framework of the existing media company, which will be selected by the school to provide not just a challenging brief but an opportunity to engage with the high-level management team behind a real-world enterprise. The aim is the majority of this subject will take place on site in a selected country and will therefore require overseas travel*.

This overseas component takes the form of a week-long intensive made up of focussed group work and peer-to-peer learning. Beginning with a client brief from the executive manager(s), students will be required to identify key stakeholders and revenue streams, and - through sophisticated analysis of the complex range of issues, problems, challenges, and opportunities inherent in the company - develop and test a new business model that will produce a positive outcome for the company. Groups will present their new business model back to the clients and relevant stakeholders at the end of the intensive.

This subject is intentionally broad in scope but is part of a complementary suite of Entrepreneurial subjects, including Entrepreneurial Finance, Leadership in the Creative Industries, Enterprise and Innovation, Managing Growth and Technology, and Screen Media Marketing.

* *Note: The aim is that this subject will take place on site in a selected country and requires overseas travel. This is subject to Australian government restrictions on travel. The overseas component is subject to Australian Government restrictions on travel. All overseas arrangements are organised and coordinated by AFTRS – for avoidance of all doubt, individual arrangements and bespoke travel and accommodation are not possible during the week-long, groupwork intensive. Travel is subject to an additional fee. Careful consideration for this unit is required, as, beyond a certain date, components such as airline bookings are non-refundable. For further information on fee arrangements, please consult the Student Centre and the Subject Outline.*

Subject Learning Outcomes

INDUSTRY FORMS & PRACTICE (LO 1)	Create innovative and resilient new business models in a real-world environment.
PEOPLE SKILLS (LO 3)	Critically evaluate and apply appropriate cultural competency approach to analysis and presentation in an international setting.
FRAMEWORKS & PERSPECTIVES (LO 4)	Identify and analyse new business opportunities in the global media and entertainment landscape.
ANALYSIS (LO 5)	Analyse an existing company and its place in the marketplace through the appropriate strategic business and client frameworks

Elective
Subject: International Screen Media Policy and Finance

Subject code	SCNB1035
Credit Points	6
Mode of Delivery	Fully online
Subject type	Elective

Subject Overview

This subject is delivered in the form of a practicum in which students, working in groups, will create individual live conference* sessions based on selected financing and policy issues in the international sector. Primary focus will be on the Asia Pacific Markets - major neighbouring markets such as Indonesia, Malaysia, Singapore, and the Pacific. The subject will include preparatory teaching in both areas of international finance and policy. Students will then form groups to develop the details of their individual sessions – this is for Assessment 1. For Assessment 2, students will present a rehearsed version of the session. Format such as length, focus, guests and content will be discussed in the group sessions.

Case studies will feature in this elective, which complements subjects in the financial stream of the MASB, such as Entrepreneurial Finance, and the entrepreneurial leadership stream, including Leadership in the Creative Industries and Screen Media Marketing.

For those wishing to develop Capstones with a global perspective, this subject will provide key market analysis.

The live conference session will be in the form of an exercise. For avoidance of all doubt, it is not the intention of this subect to stage an actual, public facing event. Nevertheless, the session will be rehearsed and presented in an indicative event format for assessment purposes.

Subject Learning Outcomes

INDUSTRY FORMS & PRACTICE (LO 1)	Apply specialised, practical skills to the to creation of policy and finance debates on contemporary screen media practice.
BUSINESS ACUMEN (LO 2)	Demonstrate an understanding of the financial, economic, cultural and policy dynamics of the international screen media industries.
ANALYSIS (LO 5)	Analyse current issues of finance and policy facing Australian screen media businesses operating in the Asian screen sector.

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