

AFTRS

Australian Film Television
and Radio School

Master of Arts Screen: Business

COURSE GUIDE

MID-YEAR INTAKE: 2021

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SECTION 1: KEY INFORMATION

OVERVIEW OF THE COURSE GUIDE

This Course Guide is structured in four sections and is intended to cover all aspects of the Master of Arts Screen: Business. 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 and expectations of the course, such as time commitment and learning responsibilities.

Section 2 focuses on the structure and content of 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.

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

Section 4 summarises subject information and electives.

KEY COURSE INFORMATION

Course Name	Master of Arts Screen: Business
Course Level	Postgraduate (AQF9)
Credit Points	48
Course Duration	2 Years part-time (4 Semesters)
Weeks per Year	32
Mode of Delivery	On campus, blended and online delivery modes

GRADUATE CAPABILITIES

AFTRS has identified the following graduate capabilities for the Master of Arts Screen: Business program.

Our intention is that graduates will be:

1. Culturally engaged, creative business leaders capable of steering independent and collaborative ventures with vision and integrity, who can harness trends and developments in technology to progress and empower projects in the Screen Arts.
2. Highly skilled, reflective practitioners who can draw from a depth of knowledge and a breadth of diverse sources to facilitate sustainable screen businesses across platforms, technologies both in Australia and globally.
3. Adaptable, innovative business leaders who are responsive to change, who can problem-solve and innovate, and build financial models that help shape future strategies to create and manage sustainable businesses.
4. Influential in national public policy debate that relates to the screen sector
5. Creative entrepreneurs possessing the business skills and knowledge of industry, audiences, and customers, to sustain long term careers and generate opportunities for themselves and the wider community.
6. Ethical professional practitioners able to inspire, contribute to and progress a shared vision with an understanding of their own values and a respect for the values of others.

COURSE LEARNING OUTCOMES

1. **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.
2. **BUSINESS ACUMEN:** Analyse, identify, and communicate sophisticated business models through the critical evaluation of financial frameworks and measures.
3. **PEOPLE SKILLS:** Develop and deploy an approach to leadership in their business or career to achieve a defined outcome.
4. **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.
5. **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 RULES

This guide should be read in conjunction with other key AFTRS documents:

- Semester Outlines
- Student Handbook
- Fees Schedule

Student policies, procedures and forms can also be found on the AFTRS website.

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, and projects in good time.

Students must attempt all submission tasks in each subject. Students must achieve a passing grade (50% and above) in all subjects in one academic semester to be eligible for completion. Please see the Student Handbook for progression rules and assessment regulations.

CREDIT POINT STRUCTURE

The MASB is offered in a part-time mode in face to face (f2f) and remote online formats. Students are advised to consult with faculty as to study options and pathways.

	Subject Code	Subject Name (f2f & Remote)	Co-Requisite	Credit Points
CORE SUBJECTS	SCNB1022	Financial Management and Modelling	N/A	6
	SCNB1025	Leadership in the Creative Industries	Financial Management and Modelling	6
	SCNB1028	Leadership and Innovation	Financial Management and Modelling	6
	SCNB1024	Business Planning	Financial Management and Modelling	6
	SCNB1026	Entrepreneurial Finance	Financial Management and Modelling	6
	SCNB1033	Managing Growth and Technology	Financial Management and Modelling	6
	SCNB1029	Capstone Project	Core Subjects	6
Elective		Elective*	Financial Management and Modelling	6
TOTAL:				48

*Electives

Students must select one of the following three electives in 2022. Note: delivery of any one elective will be dependent on sufficient enrolment numbers.

	Subject Code	Subject Name (f2f or Remote)	Co-Requisite	Credit Points
Electives	SCNB1027	Entrepreneurial Leadership (Practicum)	Financial Management and Modelling	6
	SCNB1030	International Finance	Financial Management and Modelling	6
	SCNB1032	Managing Creative Industries	Financial Management and Modelling	6

Recommended Part-time mode - Mid-year intake 2021

	Subject Code	Name	Credit Points
Semester 1	SCNB1022	Financial Management and Modelling	6
	SCNB1028	Leadership and Innovation	6
Semester 2	SCNB1025	Leadership in the Creative Industries	6
	SCNB1033	Managing Growth and Technology	6
Semester 3	SCNB1024	Business Planning	6
		Elective	6
Semester 4	SCNB1026	Entrepreneurial Finance	6
	SCNB1029	Capstone Project	6
TOTAL:			48

ALTERNATE EXIT QUALIFICATIONS

Enrolled students have the option of exiting the course early with a lower-level qualification. This is known as an 'Alternate Exit'. The following are the alternate exit qualifications in this course:

- Upon successful completion of all 1st and 2nd semester subjects (24 credit points), you may exit with a Graduate Certificate Screen: Business. Example study pattern as follows:

	Subject Code	Name	Credit Points
Semester 1	SCNB1022	Financial Management and Modelling	6
	SCNB1025	Leadership in the Creative Industries	6
Semester 2	SCNB1028	Leadership and Innovation	6
	SCNB1033	Managing Growth and Technology	6
TOTAL:			24

- Upon successful completion of all 1st, 2nd and 3rd semester subjects (36 credit points), you may exit with a Graduate Diploma Screen: Business. Example study pattern as follows:

	Subject Code	Name	Credit Points
Semester 1	SCNB1022	Financial Management and Modelling	6
	SCNB1025	Leadership in the Creative Industries	6
Semester 2	SCNB1028	Leadership and Innovation	6
	SCNB1033	Managing Growth and Technology	6
Semester 3	SCNB1024	Business Planning	6
		Elective	6
TOTAL:			36

SECTION 2: STRUCTURE & CONTENT

COURSE RATIONALE

The Master of Arts Screen: Business 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.

Over a two-year, part-time program of teaching, workshops, mentorships and sophisticated interaction with the screen media industries, graduates will emerge with high-level leadership, financial and technical skills, ready to engage with the screen media industry as highly skilled practitioners, entrepreneurs, and leaders in their chosen field.

In preparing screen professionals for their future roles in the screen media sector, the course emphasises intensive, practice-based development and skills training, balanced 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.

Students will gain core knowledge and skills in entrepreneurial leadership, collaboration and team management, financial management and modelling, strategic innovation, and the development processes and associated business planning modelling for content and project creation, from inception through to realisation. Throughout the course, there will be sustained, detailed research and analytical skills development and complex problem solving, directed at advanced analysis of existing and emerging screen technologies, and associated business opportunities.

The core program is delivered in a part-time format over four semesters, each with two subjects. Semester 1 begins with core competency in Financial Management and Modelling, with the aim of introducing students to the language of finance and economics driving the screen media industries. This Finance stream continues throughout the course and culminates in the complex financial analysis required for the Capstone Project, the culmination of the course. The other strand introduced in Semester 1 is Leadership in the Creative Industries, introducing management skills, governance and public policy, cultural competency, and presentation skills. As with Finance, Leadership continues as a strand throughout the course, and concludes also with the presentation and entrepreneurial aspects of the Capstone Project.

In Semester 2, the Leadership and Innovation and Business Planning subjects extend the learning and practice in the Leadership and Finance streams respectively. Research and analytical skills are introduced in this semester, along with content and project creation and problem-solving skills. The aim here is to marry ideas with analysis. Practice-based intensives in each of these areas conclude the semester and provide students with a pathway to progress into the second year and the all-important Capstone Project.

In Semester 3, emphasis is solidly on entrepreneurship and growth, being the twin challenges facing the global screen media sector. Students study these two areas in subjects, Management and Growth and Entrepreneurial Finance. In this semester, the strands of

Leadership and Finance begin to focus towards a more personalised, targeted outcome for each student: being the career-defining Capstone Project. Here, students begin the research that will inform their project.

Semester 4 is fundamentally selective. While teaching and intensives continue, individualised project creation and presentation is the order of the day. Here, students select their individual pathways to re-entry into the industry as graduates with specialised, high-level expertise in a chosen domain. Complemented by a subject drawn from a list of electives, the Capstone Project is a major, concluding piece of work undertaken by each student. It brings together the strands of Leadership and Finance and is supported by research into area of expertise, and sophisticated skills in presentation techniques and report writing.

In addition to the part-time delivery format detailed above, from 2022 this course will also be delivered in a full-time format, whereby students would complete four subjects per semester across two semesters.

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, with emphasis on emerging career and business opportunities. In addition to your regular teaching staff, a variety of specialist guest tutors and guest speakers will share their expertise with you.

Industry links are both international and domestic and, throughout the course, you will be benchmarking domestic practice against international standards.

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.

CULTURAL COMPETENCY

In becoming a student at AFTRS, you are placing yourself among the next generation of creative and cultural leaders.

As a storyteller and content creator, you are helping to amplify the nations story to the world and leave a lasting cultural legacy.

This is both a privilege and a responsibility.

Any national storyteller must first understand the rich diversity of peoples and communities that make up that country – as well as how that country is positioned in relation to the rest of the world. This means that to tell stories that represent Australia and what it is to be

Australian, means developing an awareness of the cultural diversity and multiple perspectives that make up Australia.

Cultural competency refers to the necessary attitudes and skills required to work in culturally diverse situations and with people from diverse backgrounds. The 'cultural' aspect of cultural competency is used to include the many aspects of life in Australia we may sometimes take for granted, including, but not limited to, race, gender, age, religion, sexuality, socioeconomic status, and disability.

More broadly, cultural competency refers to the ability to contribute to an inclusive and respectful work environment, whether that be in an office, classroom or on-set and often manifests itself as the capacity to empathise and communicate with those whose attitudes, beliefs and values differ from our own.

Cultural competency, then, is vital when working for clients, with colleagues and in creating content for audiences both nationally and internationally. This is because of the way we find and tell stories and represent people is important – and never more so than in the 21st century media industries.

Specific to the MASB, you will engage with international business models and governance. A key part of this will include learnings in cultural competency.

INHERENT REQUIREMENTS

An Inherent Requirement is an academic or non-academic requirement that is essential for students to demonstrate for the successful completion of a course. Inherent Requirements demonstrate the abilities, knowledge, and skills to achieve the core learning outcomes of the course while preserving the academic integrity of the school's learning, assessment, and accreditation processes.

AFTRS is committed to making reasonable adjustments to teaching and learning, assessment, placement, and other activities to enable students to participate in their course. Reasonable adjustments must not fundamentally change the nature of the inherent requirement.

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

- 1 Undergraduate degree or equivalent
- 2 Knowledge of domestic and international screen and broadcast industries
- 3 Effective verbal communication, in English. Communication must be respectful, clear, empathetic, honest, and non-judgmental, and uphold the AFTRS Charter. The ability to engage in effective communication skills to convey innovative and creative thinking.
- 4 Capacity to construct coherent written communication appropriate to style and formatting requirements and academic demands or circumstances

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.

- Indigenous Cultural Competency Program (ICAP)
- WHS Regulatory Framework
- Site Induction
- Studio Safety Induction: Video and Quiz*
- Lighting Safety: Video & Quiz*

*Not mandatory for MASB students but recommended. Mandatory for MASB students who participate in any of the Master of Arts Screen (MAS) student productions.

SECTION 3: TEACHING & ASSESSMENT

OVERVIEW

The MASB is a combination of lectures, targeted mentoring, 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.

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

LEARNING FORMATS

Lecture: A lecture is a presentation by an expert in your subject, given to the whole cohort. The focus is normally on setting-up the key concepts, often in the form of a number of key questions, that you will explore through your own practice during the rest of the week. Audio from Lectures will be recorded and available on Moodle alongside PDF versions of slide presentations.

Workshop: Workshops focus on hands-on, practice-based learning and give you opportunities to test and experiment with concepts from the lecture as well as generate new ideas. Activities may include research, written exercises and camera or sound exercises. Workshops will be in small groups, led by a tutor in the subject, and will generally be either a half or full day. The focus is on student-centred learning, and group and individual exercises will be used alongside regular review and reflection.

Self-Directed Learning (SDL): Self-directed means that you are working independently, testing ideas and techniques and exploring your own practice. This work may be semi-structured and will often build towards your assessments.

Independent research: You will conduct primary and secondary research throughout the course and be required to demonstrate competency in academic research models and methodologies.

Online learning (Moodle): To complement the workshops and enhance and deepen your engagement with content, online modules which include quizzes, readings and other activities are to be completed between workshops.

Mentoring: Mentoring is an important mechanism to support your learning. You will have opportunities to engage with lecturers and expert industry guests for mentoring sessions throughout the course. Mentoring sessions are designed to both support you with your

studies (particularly for the Capstone subject where learning is largely self-directed), as well as provide industry context and perspective for your career and industry-related pursuits during and after the course.

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.

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: Review Screenings; Tutorials; Mentoring.

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 in order 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 & ASSESSMENT PANELS

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 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.

ASSESSMENT PANEL

The assessment panel is a formal part of the academic quality process. Attending are the Course Leader, Subject Leader and typically a representative from Teaching & Learning and Student Centre. The purpose of the panel is to discuss the general effectiveness of the assessment, the quality of the marking and feedback, note students who have failed or not completed the subject and release marks.

SECTION 4: SUBJECT INFORMATION

COURSE LEARNING OUTCOMES

The below table provides a snapshot of where the Course Learning Outcomes are assessed across the subjects of the MASB. The five categories noted in the columns represent the overarching Course Learning Outcomes, which are then articulated into specific Subject Learning Outcomes per subject.

Subject	INDUSTRY FORMS & PRACTICE	BUSINESS ACUMEN	PEOPLE SKILLS	FRAMEWORKS & PERSPECTIVES	ANALYSIS
CORE					
Financial Management and Modelling					
Leadership in the Creative Industries					
Leadership & Innovation					
Business Planning					
Entrepreneurial Finance					
Managing Growth and Technology					
Capstone Project					
ELECTIVES					
Entrepreneurial Leadership (Practicum)					
International Finance					
International Arts Policy and Governance					
Managing Creative Industries					

CORE SUBJECTS

SUBJECT: Financial Management and Modelling

Subject code	SCNB1022
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

In this subject, students will learn the fundamental financial management skills needed to create or build a company.

The first step in any such endeavour is the ability to understand the financial structures supporting an existing company, or the financial reasoning behind a business proposal or business plan.

In the screen industry, the ability to construct finance plans for proposals and productions is also vital. Companies that are involved in developing a business proposal or building a production slate must understand what returns investors are looking for, how to measure the impact of different scenarios, and know how to take into consideration the timing of cash-flow. Therefore, the ability to read a company's accounts is a fundamental skill for anyone presenting a business proposal to the market

This subject will equip students with the tools they need to build a business model, i.e., how will the company generate revenue through the creation of content or products, analyse its key drivers through scenario analysis and construct an industry-ready finance plan. It will also prepare students for all later finance subjects and financial presentations, including, among others, Business Venture Planning, Entrepreneurial Finance, Managing Growth, and the Capstone Project.

Aspects of the course will explore:

1. The health of a company, or proposal, as shown in its financial numbers
2. Identifying the key financial drivers to mitigate risk
3. How to tackle cash flow issues and drive income
4. Where to find the levers to increase returns for investors and manage sustainable growth.
5. The ability to read a company's accounts
6. Presenting a business proposal to the market
7. Techniques and methods needed to create and present a compelling financial structure to investors and stakeholders

SUBJECT LEARNING OUTCOMES

BUSINESS ACUMEN	Critically analyse and demonstrate an understanding of accounting principles.
FRAMEWORKS & PERSPECTIVES	Interpret and apply financial management tools to analyse the health of a company.
ANALYSIS	Apply a range of sensitivity and scenario analyses to create a sophisticated financial model to determine the key drivers of a business.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: PRACTICAL ACCOUNTING TASKS 1-4 (INDIVIDUAL)	40% (4 x 10%)	Four short response tasks	LO1, LO2
ASSESSMENT 2: FINANCIAL MODELLING (INDIVIDUAL)	60%	Business Proposition	LO1, LO2, LO3

SUBJECT: Leadership in the Creative Industries

Subject code	SCNB1025
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

In this subject, students will evaluate theories of leadership and entrepreneurial behaviour and consider how they may be applied effectively in the media and screen industries.

The subject will analyse the leadership issues behind the changing operating environment of Australia's screen content market, the major strands of the public policy debate, the key policy levers available to government along with key government interventions and the resulting outcomes.

This subject gives students the opportunity to investigate the techniques needed to sell a compelling proposition to investors, interested parties and / or stakeholders.

Specific leadership techniques and strategies will be explored with a view to improving decision-making and team management skills, as well as how to achieve a deeper understanding of personal and ethical behaviour in the contemporary landscape.

SUBJECT LEARNING OUTCOMES

FRAMEWORKS & PERSPECTIVES	Critically analyse and evaluate a range of approaches to contemporary creative leadership and entrepreneurialism in the screen media industries
INDUSTRY FORMS & PRACTICE	Research and apply various techniques and sophisticated negotiation strategies for dealing with conflict with the aim of fostering successful, collaborative, and ethical teams.
PEOPLE SKILLS	Conduct and manage negotiations demonstrating persuasive communication skills.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: REPORTS 1-4 (GROUP)	40% (4 x 10%)	Four short response reports	LO3, LO4
ASSESSMENT 2: WRITTEN REPORT (INDIVIDUAL)	60%	Written task	LO1, LO3, LO4

SUBJECT: Leadership and Innovation

Subject code	SCNB1028
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

In this subject, students explore the fundamentals of business-level and enterprise-level strategy in relation to the Screen industries. Students will review and apply essential frameworks including methods for analysing the underlying structure of an industry, assessing the strength of competition, and how to establish a sustainable, competitive advantage.

This subject will explore the processes associated with strategic innovation; how companies can embrace change and innovation by creating an environment in which new ideas can flourish; and how to discover and implement new business models either as an incumbent or new entrant. Students will be given practical tools, as well as relevant frameworks that can be used to stimulate innovation and explore new ways of engaging with different customer segments.

SUBJECT LEARNING OUTCOMES

FRAMEWORKS & PERSPECTIVES	Critically analyse and apply relevant frameworks and approaches within an existing business sector to identify and evaluate opportunities for strategic innovation.
BUSINESS ACUMEN	Synthesise an evaluation of innovation in the contemporary screen media industry and the potential of new technologies to develop actionable business strategies.
ANALYSIS	Research and apply an innovative business model using new technology that will reach a targeted customer base.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: PRESENTATION (GROUP)	30%	Presentation	LO1 LO2 LO3 LO4
ASSESSMENT 2: BUSINESS MODEL REPORT (INDIVIDUAL)	70%	Written Report	LO1 LO2 LO3 LO4

SUBJECT: Business Planning

Subject code	SCNB1024
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

This subject examines effective strategic business planning, enabling individuals and organisations to analyse their place in the market, including: identifying and engaging with clients, launching a product, marketing and branding, integrating a range of skills to set organisational values and accurate and worthwhile business goals, managing growth and development plans, creating viable and engaging marketplace reports and presentations, and identifying appropriate and relevant roles and responsibilities for appropriate staffing and support.

SUBJECT LEARNING OUTCOMES

FRAMEWORKS & PERSPECTIVES	Critically reflect on and apply key business planning concepts and principles to create a sustainable business model in the screen media industries.
INDUSTRY FORMS & PRACTICE	Research and interpret current marketplace business environments and client briefs across multiple markets.
BUSINESS ACUMEN	Formulate an effective, strategic business plan and create viable and engaging marketplace reports and presentations.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: FOUR TASKS (INDIVIDUAL)	40% (4 x 10%)	Four short response tasks	LO2 LO3
ASSESSMENT 2: BUSINESS PLAN (INDIVIDUAL)	60%	Written Report	LO1 LO3

SUBJECT: Entrepreneurial Finance

Subject code	SCNB1026
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

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

The roles of start-up founders, employees, investors and financial advisors will be examined, as well as financing structures in the start-up world, including venture capital, private equity and angel financing, and the skills needed to present financials to the market, argue a convincing business case and present a credible development pathway.

Students will learn how to carry out a cost-benefit analysis, value a company, build financial models, and use accounting information to support strategic decision-making in raising finance. Exit strategies and realisation of value will also be covered.

SUBJECT LEARNING OUTCOMES

ANALYSIS	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.
PEOPLE SKILLS	Interpret established industry frameworks to create a structured management and staffing plan for a new venture.
BUSINESS ACUMEN	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.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: FINANCIAL MODEL AND ANALYSIS	40%	Financial Spreadsheet	LO1, LO2
ASSESSMENT 2: FINANCIAL MODEL	60%	Venture Plan / PPT	LO1, LO2, LO3

SUBJECT: Managing Growth and Technology

Subject code	SCNB1033
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

This subject will give students the opportunity to analyse critically and synthesise and apply key learnings to the practice of managing and growing successful businesses in a competitive and complex world. With emphasis on the theories of creative leadership and team management, the need for developing expert domain judgement and autonomous decision making, and the strategies and opportunities provided by advances in technology, students will examine existing businesses, start-ups and new technologies, and test growth strategies and management practices with a view to how they will develop and manage their own screen businesses and / or screen business careers.

SUBJECT LEARNING OUTCOMES

INDUSTRY FORMS & PRACTICE	Evaluate the underlying economic and social drivers of business growth in local and global screen industries and develop solutions to identified issues arising from industry practice.
BUSINESS ACUMEN	Identify key issues for managing growth in existing companies and evaluate a growth strategy applicable to their own business.
FRAMEWORKS & PERSPECTIVES	Analyse and evaluate strategic frameworks and complex structures to construct competitive business models and strategies for growth and scale.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: GROUP PRESENTATION: BUSINESS ANALYSIS	30%	Presentation	LO1 LO2
ASSESSMENT 2: EXAMINATION: BUSINESS GROWTH STRATEGY AND IDENTIFICATION OF KEY DRIVERS IN THE GROWTH OF AN ENTERPRISE	70%	Examination	LO1 LO2 LO3

SUBJECT: Capstone Project

Subject code	SCNB1029
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

A combination of research and Business Case analysis, the Capstone Project is designed to bring together the various threads of the course into a unified whole. On the one side, the focus will be on leadership and (persuasive) presentation skills and, on the other, a detailed financial and strategic analysis. In consultation with the Head of Department, students will select an area of interest in the screen media sector and research it in detail. This area of interest, the proposition, must be of practical value either to the industry, or to the student's career strategy and / or business endeavours. The findings will be presented in two stages: firstly, in presentation to an industry panel, with feedback; and, secondly, taking into consideration the feedback, published in final form as a written report.

SUBJECT LEARNING OUTCOMES

FRAMEWORKS & PERSPECTIVES	Analyse and apply effective research methods and financial modelling appropriate to a new business endeavour and / or career strategy.
INDUSTRY FORMS & PRACTICE	Identify and critically analyse key screen media concepts and arguments in their research, and clearly demonstrate an effective methodology in examining the key issues, ideas and outcomes.
PEOPLE SKILLS	Interpret and transmit written findings in accurate and compelling ways for an industry panel
BUSINESS ACUMEN	Critically devise a compelling business case narrative, or career strategy, supported by sophisticated financial analysis.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: CHAPTER OUTLINE FOR CAPSTONE	30%	Written Report	LO1 LO2 LO4
ASSESSMENT 2: CAPSTONE: BUSINESS CASE – PRESENTATION & WRITTEN REPORT	70%	Presentation & Written Report	LO1 LO2 LO3 LO4

ELECTIVES

SUBJECT: Entrepreneurial Leadership (Practicum)

Subject code	SCNB1027
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE, SITE VISIT

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.

N.B. This subject will take place on site in a selected country and requires overseas travel.

Responding to a client brief from the executive managers of the media company students will be required to analyse the existing company, 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 and lasting outcome for the company.

On completion of the task, groups will present a strategic and persuasive case for their new business back to the clients and relevant stakeholders.

SUBJECT LEARNING OUTCOMES

FRAMEWORKS & PERSPECTIVES	Deploy appropriate research methods and strategic international frameworks in order to construct a competitive business advantage, addressing specific issues and relevant cultural frameworks.
PEOPLE SKILLS	Critically evaluate and apply an appropriate cultural competency approach to analysis and presentation in an international setting.
INDUSTRY FORMS & PRACTICE	Research and formulate an effective, strategic, and persuasive business case based on an analysis of complex political, economic and social dynamics within the global screen business industries.
ANALYSIS	Demonstrate a sophisticated understanding of the complex challenges and opportunities within the global media business environment.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: RESEARCH PRESENTATION (INDIVIDUAL)	40%	Presentation	LO1 LO2 LO3

ASSESSMENT 2: PITCH: INTERNATIONAL PROJECT ANALYSIS (INDIVIDUAL)	60%	Presentation and Written Report	LO1 LO2 LO3
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SUBJECT: International Finance

Subject code	SCNB1030
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

In this subject, students will investigate the financial and economic skills needed to engage with the international screen media industry. Designed for the screen media professional wishing to build internationally focused businesses or careers, the subject will examine the financial and economic drivers behind the various major global media markets.

After an introductory examination of the differing financial structures employed in regions around the world, students will select a specific financial market for in-depth analysis. Using a range of cultural, political and business analysis methodologies, including, but not limited to, SWOT, Blue Ocean, Porter's Five Forces, Seven Domains, PEST and PESTLE, students will evaluate business and growth opportunities in their selected region and prepare a major presentation based on their findings. The presentation will include detailed financial analysis of the market opportunity.

This subject is a part of a complementary suite of finance and business subjects, including Financial Management and Marketing, Entrepreneurial Finance, and Business Planning.

SUBJECT LEARNING OUTCOMES

INDUSTRY FORMS & PRACTICE	Formulate a sophisticated strategic and financial analysis of an identified opportunity in the international screen media landscape.
BUSINESS ACUMEN	Critically analyse and demonstrate an understanding of the complexities and opportunities as they apply to variances in financial structures and incentives in key international screen media markets.
ANALYSIS	Research and apply a range of sensitivity and scenario analyses to analyse the key financial drivers in a targeted market segment of the international screen media landscape.

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: FINANCIAL MODEL AND ANALYSIS (INDIVIDUAL)	40%	Financial Spreadsheet	LO1 LO2 LO3
ASSESSMENT 2: PITCH: INTERNATIONAL FINANCE PROJECT (INDIVIDUAL)	60%	Written Report	LO1 LO2 LO3

SUBJECT: Managing Creative Industries

Subject code	SCNB1032
Credit Points	6
Teaching Pattern	WORKSHOP, ONLINE

SUBJECT OVERVIEW

Designed for the professional engaged in management and leadership careers in the Creative Industries, this subject will provide an analysis and understanding of Australia's public policy frameworks alongside the industry debates and dynamics that have shaped and influenced the development of the sector since the 1970s. The course will explore the major external influences on Australia's creative industries and cultural landscape including the impact of screen and digital technology, alongside of the economic and cultural dynamic arising from the conflict between cultural nationalism and globalisation.

For the practitioner, whether currently engaged in the creative industry sector, or for those seeking or yet-to-be involved, this course of study will provide insights from industry insiders into the processes and procedures that drive the creative industries sector, with a view to preparing participants to engage at a strategic level and with an understanding of the complexities of an ever-changing landscape across the creative industry domains. A broad range of creative industries will be examined, including, among others, music, publishing, festivals, events, conferences, and arts curation. Particular focus will be on how screen media applications and digital communications are changing (and disrupting) the creative industries.

Students in this subject will be encouraged to develop a detailed expertise in their chosen area of the creative arts.

SUBJECT LEARNING OUTCOMES

INDUSTRY FORMS & PRACTICE	Formulate a sophisticated strategic and financial analysis of an identified opportunity in the creative industries sector.
BUSINESS ACUMEN	Research, analyse and identify complex financial structures in the creative industries and develop a strategic, financial approach to their own business or career.
PEOPLE SKILLS	Critically analyse and demonstrate a deep understanding of the complexities of people management and communication skills across the creative industries sector.
FRAMEWORKS & PERSPECTIVES	Research, interpret and demonstrate a sophisticated understanding of the strategic frameworks in the creative industries

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: PRESENTATION OF CREATIVE ARTS MODEL (INDIVIDUAL)	40%	Presentation	LO1 LO2 LO3
ASSESSMENT 2: MANAGEMENT ANALYSIS: CREATIVE ARTS (INDIVIDUAL)	60%	Written Report	LO1 LO2 LO3 LO4