Course Guide

Master of Arts
Screen: Business

2023

AFTRS

Contents

Section 1: Key Information

Overview of the Course Guide

This Course Guide is structured in three 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, 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 explanation of AFTRS' assessment strategy, policy, and process.

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)
8 semesters (6 years)

Study Load Conditions
n/a

Minimum subjects per semester
1 subject

Maximum subjects per semester
4 subjects

Delivery Mode
Blended

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 and 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

Course Rules

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.

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

o   Semester Outlines

o   Student Handbook

o   Fee 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 and completing coursework, assessments, and projects in good time.

Student 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

	Subject Code	Subject Name	Co-Requisite	Credit Points
	SCNB1022	Financial Management and Modelling	N/A	6
	SCNB1025	Leadership in the Creative Industries	Financial Management and Modelling	6
CORE	SCNB1026	Entrepreneurial Finance	Financial Management and Modelling	6
SUBJECTS	SCNB1033	Managing Growth and Technology	Financial Management and Modelling	6
	SCNB1028	Enterprise and Innovation	Financial Management and Modelling	6
	SCNB1024	Screen Media Business Ventures	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 electives in 2023.

Note: delivery of any elective will be dependent on sufficient enrolment numbers.

	Subject Code	Subject Name (f2f or Remote)	Co-Requisite	Credit Points
	SCNB1027	Entrepreneurial Leadership (Practicum)	Financial Management and Modelling	6
	SCNB1030	International Screen Media Finance (formerly International Finance)	Financial Management and Modelling	6
Elective	SCNB1031	Policy and Impact: International Screen Media Policy and Governance (Practicum)	Financial Management and Modelling	6
	SCNB1032	Screen Media and the Creative Arts	Financial Management and Modelling	6

Study Plans and Progression

Study Plans

The standard expected study-plans for the MASB are either fulltime (4 subjects per semester in one year) or part-time (2 subjects per semester in two years). Variations to these patterns may be arranged under special circumstances, and through consultation and approval with faculty and the Student Centre.

Progression

SCNB1022 - Financial Management and Modelling - must be taken in the commencing semester of the course.

SCNB1029 - Capstone Project - must be taken (a), as the final core subject; or (b), as a co-requisite to other core subjects if successful completion of those subjects would result in all core subjects for the course being completed at the end of that semester.

The other core subjects can be taken in any order, noting these subjects are offered in fixed positions in the Semester system.

The elective component of the course can be taken at any time in the progression, noting electives are offered in fixed positions in the Semester system.

Semester Pattern

	Subject Code	Subject Name (f2f & Remote)	Credit Points
CORE SUBJECTS	SCNB1022	Financial Management and Modelling	1 & 2
	SCNB1025	Leadership in the Creative Industries	1
	SCNB1033	Managing Growth and Technology	1
	SCNB1026	Entrepreneurial Finance	1
	SCNB1028	Enterprise and Innovation	2
	SCNB1024	Screen Media Business Ventures	2
	SCNB1029	Capstone Project	1 & 2
Elective	SCNB1032	Screen Media and the Creative Arts	1
	SCNB1031	Policy and Impact: International Screen Media Policy and Governance (Practicum)	1
	SCNB1030	International Screen Media Finance	2
	SCNB1027	Entrepreneurial Leadership (Practicum)	2

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:

o Upon successful completion of four subjects (24 credit points), you may exit with a Graduate Certificate Screen: Business. Example study pattern is as follows:

	Subject Code	Subject Name (f2f & Remote)	Credit Points
Semester 1	SCNB1022	Financial Management and Modelling	6
	SCNB1025	Leadership in the Creative Industries	6
Semester 2	SCNB1028	Enterprise and Innovation	6
	SCNB1033	Managing Growth and Technology	6
			Total: 24

o Upon successful completion of six subjects (36 credit points), you may exit with a Graduate Diploma Screen: Business. Example study pattern as follows:

	Subject Code	Subject Name (f2f & Remote)	Credit Points
Semester 1	SCNB1022	Financial Management and Modelling	6
	SCNB1025	Leadership in the Creative Industries	6
Semester 2	SCNB1028	Enterprise and Innovation	6
	SCNB1033	Managing Growth and Technology	6
Semester 3	SCNB1024	Screen Media Business Ventures	6
		Elective	6
			Total: 36

Section 2:
Structure
& Content

Course
Rationale

The Master of Arts Screen: Business (MASB) 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, being finance, entrepreneurial leadership, and technology. It emphasises intensive, practice-based development and skills training; this is 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. The program of teaching includes workshops, tutoring and high-level interaction with the screen media industries, both domestic and international.

Students will gain core knowledge and skills in:

○ entrepreneurial leadership,

○ collaboration and team management,

○ financial management and modelling across creative content development and screen media project creation: strategic innovation,

○ and the adaption of, and opportunity found in, 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.

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 expert leaders in their chosen field.

Links with Industry

Cultural Competency

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 expert 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.

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 nation's 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 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

Mandatory Online Training

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

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.

o   Indigenous Cultural Competency Program (ICAP)

o   WHS Regulatory Framework

o   Site Induction

Section 3: Teaching & Assessment

Overview

The MASB 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.

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

BLENDED LEARNING: Subjects are delivered both in face-to-face and synchronous online mode as per the timetable dates. All lectures and workshops are recorded and available for future reference on the Moodle platform.

ONLINE LEARNING: 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. Some subjects will consist of pre-recorded lectures and synchronous workshops.

TUTORING: Tutoring is an important mechanism to support your learning. You will have opportunities to engage with lecturers, tutors, and expert industry guests for tutorial workshops throughout the course. These workshops 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: 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 & 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.

Core Subjects

SUBJECT: Financial Management and Modelling

Subject code	SCNB1022
Credit Points	6
Teaching Pattern	Online Lectures & Workshops

Subject Overview

In this subject, students will learn the fundamental financial management skills needed to create, analyse 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 such proposals and productions is 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.

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

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

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	Blended learning

Subject Overview

In this subject, students will evaluate theories of leadership and entrepreneurial behaviour and consider how they may be applied effectively to the screen media industry. Complementing this will be an examination of the role and effect of public policy in the development of the Australian screen production sector, including the major strands of contemporary public policy debate, the policy levers available to government, public policy advocacy and leadership, including representative bodies, and key government interventions in screen media.

Specific leadership techniques and strategies will be explored with a view to achieving a deeper understanding of leadership styles and ethical behaviour in the contemporary screen media landscape. Theory and frameworks will be utilised to enable modes by which leadership strategies can be implemented for entrepreneurial, social or policy outcomes. Students will develop a suite of skills that will enable them to cope with management in the rapidly evolving screen media sector. This will include entrepreneurial leadership and management techniques, and methodologies for improving decision-making.

This subject is a part of a suite of Entrepreneurial Leadership subjects, including Enterprise and Innovation, Managing Growth and Technology, as well as sections of Screen Media Business Ventures, and electives Entrepreneurial Leadership, Screen Media and the Creative Arts, and Policy, and Impact.

Subject Learning Outcomes

Frameworks & Perspectives	Critically analyse and evaluate a range of approaches to contemporary creative leadership, entrepreneurialism, and public policy 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 (Individual)	40% (4 x 10%)	4 recorded presentations (3 min max)	LO3 LO4
Assessment 2: Written Report (Individual)	60%	Written task	LO1 LO3 LO4

SUBJECT: Enterprise and Innovation

Subject code	SCNB1028
Credit Points	6
Teaching Pattern	Blended learning

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 a series of 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 Leadership subjects, including Leadership in the Creative Industries, Managing Growth and Technology, Screen Media Business Ventures, and the electives Entrepreneurial Leadership, Screen Media and the Creative Arts, and Policy, and Impact.

*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

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: New Business Model Report (Individual)	70%	Written Report	LO1 LO2 LO3 LO4

SUBJECT: Screen Media Business Ventures

Subject code	SCNB1024
Credit Points	6
Teaching Pattern	Blended learning

Subject Overview

This subject will equip you with the tools to analyse your own enterprise with the aim of understanding its value to, and position in, the screen media marketplace. Pathways to audience are examined through analysis of the principles of Marketing, including engaging with clients, developing an effective marketing strategy, identifying relevant and value-based customer segments, launching a product to market, and analysing customer behaviour through the principles of screen media economics. Underpinning all of this is the concept of Brand: how it is created, how to measure its effectiveness, and the process by which personal brand can enhance strategic marketplace decision-making.

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

This subject is also part of a suite of Entrepreneurial Leadership subjects, including Leadership in the Creative Industries, Enterprise and Innovation, Managing Growth and Technology, Screen Media Business Ventures, and the electives Entrepreneurial Leadership, Screen Media and the Creative Arts, Policy, and Impact.

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, with a focus on how marketing and branding principles affect outcomes.
Business Acumen	Formulate an effective, strategic business plan and create viable and engaging marketing 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: Marketing Plan (Individual)	60%	Written Report	LO1 LO3

SUBJECT: Entrepreneurial Finance

Subject code	SCNB1026
Credit Points	6
Teaching Pattern	Online Lectures & Workshops

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 persuasive and convincing business case, and present a credible development pathway to investors and or clients. Practice in presentations skills is a part of this subject

Students will learn how to carry out a cost-benefit analysis, value a company, build financial models, create business plans, 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 Financial Management and Marketing, Managing Growth and Technology, Entrepreneurial Finance, and electives: International Screen Media Finance, and Entrepreneurial Leadership.

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 and cost 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	30%	Financial Spreadsheet	LO2 LO3
Assessment 2: Financial Model	70%	Venture Plan / PPT	LO1 LO2 LO3

SUBJECT: Managing Growth and Technology

Subject code	SCNB1033
Credit Points	6
Teaching Pattern	Online lectures & workshops

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, as well as the strategies, challenges and opportunities provided by advances in technology, students will examine the key drivers behind growing an existing business. Embracing change and innovation by creating an environment in which new ideas can flourish, and how these innovations might be implemented, is also explored.

Students will 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. Key topics will include, managing a team, hiring and firing, identifying mitigating risk, change management, and implementing effective growth strategies.

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

This subject also of a suite of Entrepreneurial Leadership subjects, including Leadership in the Creative Industries, Enterprise and Innovation, Managing Growth and Technology, Screen Media Business Ventures, and the electives Entrepreneurial Leadership, Screen Media and the Creative Arts, Policy, and Impact.

*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

Subject Learning Outcomes

Industry Forms & Practice	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	Synthesise key issues for managing growth in existing companies and evaluate a growth strategy applicable to their own business venture or enterprise.
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	Blended learning

Subject Overview

The Capstone project is designed to bring the various threads of the course together into a unified whole. Synthesising theory, practice, and ambition, it is a unique opportunity for each student to advance their careers and ambitions in the screen media sector.

Beginning with an extended period of research into a focused area of interest in the screen media sector, and progressing through a strategic and detailed financial analysis, the Capstone culminates in a high-level business case for:

o   a business proposition designed for presentation to investors and interested parties, or
o   a detailed strategy for an accelerated career path, or
o   a highly focused, in-depth research study of value to the screen media industry

In consultation with the Head of Department, or nominated representatives, students will select an area of interest in the screen media sector to research. This area of interest must be of practical value to the industry, as well as be capable of significantly contributing to the student's career and/or business endeavours.

Progress in research will be marked via a series of student led colloquia (tutor-led workshops) in which students progressively present their research findings to a group of their peers. Peer-to-peer feedback is key to the process, and the colloquia provide frequent opportunities for students to practice persuasive presentation skills.

The Capstone project will be published in final form as a written report.

This subject draws on the entirety of the teachings and learnings from the course.

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, research, and critically analyse a key screen media concept(s), and, using an established research methodology, demonstrate an effective understanding of the key issues, ideas, and outcomes.
Business Acumen	Critically devise a compelling business case narrative, or career strategy, supported by sophisticated financial analysis and research findings.

Assessment Task	Weighting (%)	Format	Learning Outcomes Assessed
Assessment 1: Colloquium Presentation	30%	Written Report	LO1 LO2 LO4
Assessment 2: Capstone: Business Case – Written Report	70%	Written Report	LO1 LO2 LO3 LO4

Electives

SUBJECT: Entrepreneurial Leadership (Practicum)

Subject code	SCNB1027
Credit Points	6
Teaching Pattern	Blended learning, 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.

The media company will be selected by the school and will provide not just a challenging brief but an opportunity to engage with the high-level management team behind a real-world entrepreneurial enterprise.

The business case study begins with a client brief from the executive managers of the media company. Using this brief, students, working in groups in an intensive environment, 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 and lasting outcome for the company. On completion of this task, groups will present a strategic and persuasive case for their new business back to the clients and relevant stakeholders.

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

The subject is also part of a complementary suite of Finance and Business subjects, including Financial Management and Marketing, Managing Growth and Technology, Entrepreneurial Finance, and electives: International Screen Media Finance, and Entrepreneurial Leadership.

N.B. The aim is this subject will take place on site in a selected country and will require overseas travel*. The overseas component takes the form of a week-long intensive made up of focussed group work and peer-to-peer learning.

* 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 additional fee arrangements. 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

Frameworks & Perspectives	Deploy appropriate research methods and strategic international frameworks in order to construct a competitive business advantage, addressing specific screen media 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 the political, economic, and social dynamics driving the global screen media business industries.
Analysis	Demonstrate a sophisticated understanding of the complex challenges and opportunities within the global screen media business environment.

Assessment Task	Weighting (%)	Format	Learning Outcomes Assessed
Assessment 1: Research Presentation (Individual)	30%	Presentation	LO1 LO2 LO3
Assessment 2: Pitch: International Project Analysis (Individual)	70%	Presentation and Written Report	LO1 LO2 LO3

SUBJECT: International Screen Media 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. While the subject is designed for the screen media professional wishing to build internationally focused businesses or careers, it will primarily focus on the Asian region, especially in the domains where other forms of financing, such as Muslim Financing, are dominant.

After an introductory examination of the differing financial structures employed in regions around the world, students will concentrate on the Asian financial market for in-depth analysis. Using a range of cultural, political, and business analysis methodologies, students will evaluate business and growth opportunities in their selected region and prepare a major presentation based on their findings. The written report / 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, Managing Growth and Technology, Entrepreneurial Finance, and electives: International Screen Media Finance, and Entrepreneurial Leadership.

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)	30%	Financial Spreadsheet	LO1 LO2 LO3
Assessment 2: Pitch: International Finance Project (Individual)	70%	Written Report/ Presentation	LO1 LO2 LO3

SUBJECT: Screen Media and the Creative Arts

Subject code	SCNB1032
Credit Points	6
Teaching Pattern	Blended learning

Designed for the professionals such as producers, curators, and event managers who are engaged in project management in the Screen Media and Creative Arts Industries, this subject will provide an analysis and understanding of the processes and procedures that drive projects in the creative industries sector. Engaging 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 from the perspective of screen media applications and digital communications, including, among others, music, publishing, festivals, events, conferences, and arts curation.

Focus will be on project creation and development, including the primary roles of written documentation and presentation skills in the project development. This includes pitching in visual formats, management of the development process (incl. slates), influences of technology, data visualisation and how screen media is changing, disrupting, and creating opportunities in the screen media content creation.

The course will also explore the major external influences on Australia's creative industries and cultural landscape, including, for example, the economic and cultural dynamic arising from the contrasts between cultural nationalism and globalisation: story as a cultural artifact.

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

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

Subject Learning Outcomes

Industry Forms & Practice	Formulate a sophisticated policy, strategic and financial analysis of an identified screen media opportunity in the creative industries sector.
Business Acumen	Research, analyse and identify screen media structures in the creative and arts industries and develop a strategic 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 arts and industries sector.
Frameworks & Perspectives	Research, interpret and demonstrate a sophisticated understanding of the policy and strategic screen media frameworks in the creative and arts industries.

Assessment Task	Weighting (%)	Format	Learning Outcomes Assessed
Assessment 1: Presentation Of Creative Arts Model (Individual)	30%	Presentation	LO1 LO2 LO3
Assessment 2: Management Analysis: Creative Arts (Individual)	70%	Written Report	LO1 LO2 LO3 LO4

SUBJECT: Policy and Impact: Screen Media Policy and Governance in the Asia Pacific (Practicum)

Subject code	SCNB1031
Credit Points	6
Teaching Pattern	Blended learning, Site Visit

This subject uses the public policy and institutional settings of Australia's screen and media industries as the starting point to investigate the impact of policy and key government interventions and incentives on screen content creation industries in the international landscape, with a particular focus on the Asia Pacific region. Core to this subject is an exploration of the economic, cultural and policy dynamics of the screen industries in the ASEAN markets such as Singapore, Malaysia, Thailand, Indonesia, and the Philippines, as well a view on how other major players - China, the USA, Korea, Japan, the Pacific and New Zealand – engage with the region. Using public policy and governance frameworks, the subject will explore the influences and trends driving screen content developments in the region, highlighting impact through social change and media platforms. The subject will also investigate how Australia's trade and screen organisations such as Austrade, DFAT and Ausfilm engage with the screen content creation in the region, contrasting with the influences of other international organisations.

A section of this subject will take the form of a practicum, a practical course of study in which students work on a 'live' broadcast / screen media issue affecting the industry in the region, with particular emphasis on growth strategies, business practices, cultural norms and sensitivities, and the consequent ability of the Australian industry to engage with the Asia Pacific region. During this practicum, students will engage in dialogue with key institutions in the region. In selected years, and subject to fee arrangements*, the cohort will travel to a location in the Asia Pacific to conduct the live policy and impact study.

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

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 additional fee arrangements. 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	Demonstrate an understanding of the history and development of screen media public policy in the Asia Pacific.
People Skills	Demonstrate an understanding of process and decision making in screen media public policy.
Frameworks & Perspectives	Analyse the implications of screen media public policy proposals from an economic, political, industrial, and cultural perspective.
Analysis	Apply their analyses and other key evidence to prepare effective arguments advocating their position in screen media public policy debate

Assessment Task	Weighting (%)	Format	Learning Outcomes Assessed
Assessment 1: Presentation Of Policy Analysis (Group)	30%	Presentation	LO1 LO2 LO3 LO4
Assessment 2: Strategy Analysis: International Engagement (Individual)	70%	Written Report	LO1 LO2 LO3 LO4