

AFTRS

Australian Film Television
and Radio School

MASTER OF ARTS SCREEN: BUSINESS

COURSE GUIDE 2024

Table of Contents

SECTION 1: KEY INFORMATION	3
OTHER KEY DOCUMENTS	3
KEY COURSE INFORMATION	4
GRADUATE CAPABILITIES	4
COURSE LEARNING OUTCOMES	4
COURSE COMPLETION REQUIREMENTS	4
CREDIT POINT STRUCTURE	6
STUDY PLANS AND PROGRESSION	6
ALTERNATE EXIT QUALIFICATIONS	6
SECTION 2: STRUCTURE & CONTENT	7
COURSE RATIONALE	8
LINKS WITH INDUSTRY	8
STATEMENT OF COMMITMENT: AFTRS FIRST NATIONS STRATEGY	9
INHERENT REQUIREMENTS	9
MANDATORY ONLINE TRAINING	10
SECTION 3: TEACHING & ASSESSMENT	11
OVERVIEW	12
TYPES OF LEARNING ACTIVITY	12
LEARNING ACTIVITIES	12
ASSESSMENT STRATEGY	13
TYPES OF ASSESSMENT	13
LEARNING OUTCOMES & MARKING CRITERIA	14
ASSESSMENT STRUCTURE	14
ASSESSMENT MODERATION & ASSESSMENT PANELS	15
MODERATION	15
ASSESSMENT PANEL	15
SECTION 4: CORE AND ELECTIVE SUBJECTS	16
SUBJECT: ENTREPRENEURIAL FINANCE	17
SUBJECT: LEADERSHIP IN THE CREATIVE INDUSTRIES	19
SUBJECT: ENTERPRISE AND INNOVATION	21
SUBJECT: SCREEN MEDIA MARKETING	23
SUBJECT: MANAGING GROWTH AND TECHNOLOGY	24
SUBJECT: SCREEN MEDIA PROJECT DEVELOPMENT	26
SUBJECT: CAPSTONE PROJECT	28
SUBJECT: ENTREPRENEURIAL LEADERSHIP (PRACTICUM)	30
SUBJECT: INTERNATIONAL SCREEN MEDIA POLICY AND FINANCE	32

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 (MAARTSSB). The guide provides transparency on the structure of the course, expectations of students and staff and support through to graduation and employability in the industry.

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

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

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

OTHER KEY DOCUMENTS

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

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

Schedule of Fees: This document provides a summary of all higher education fees and associated information (study periods, census dates, credit points and EFTSL values) for subjects undertaken in courses of study at AFTRS.

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

KEY COURSE INFORMATION

Award	Master of Arts Screen: Business
Course Code	MAARTSSB
AQF Level	Level 9 – Masters' Degree
Total Credit Points	48
Standard Full-time Duration	2 semesters (1 year)
Maximum Duration (Candidature Period)	8 semesters (4 years)
Minimum Credit Points per semester	6 credit points (1 subject)
Maximum Credit Points per semester	24 credit points (4 subjects)
Mode of Delivery	Multi modal (face-to-face and online) and External (fully online)

GRADUATE CAPABILITIES

Graduates of AFTRS are:

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

COURSE LEARNING OUTCOMES

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 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, noting here that some

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

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

CREDIT POINT STRUCTURE

Subject Code	Subject Name	Mode of Delivery 1	Mode of Delivery 2	Type	Credit Points	Total hours	Directed hours	Self-directed hours
SCNB1026	Entrepreneurial Finance	External	n/a	Core	6	144	36	108
SCNB1034	International Screen Media Policy and Finance	External	n/a	Core	6	144	36	108
SCNB1025	Leadership in the Creative Industries	Internal	External	Core	6	144	36	108
SCNB1026	Entrepreneurial Finance	Internal	External	Core	6	144	36	108
SCNB1033	Managing Growth and Technology	Internal	External	Core	6	144	36	108
SCNB1024	Screen Media Marketing	Internal	External	Core	6	144	36	108
SCNB1028	Enterprise and Innovation	Internal	External	Core	6	144	36	108
SCNB1029	Capstone Project	Internal	External	Core	6	144	36	108
Core Subjects Required					42	1008	252	756

SCNB1032	Screen Media Project Development	Internal	External	Elective	6	144	36	108
SCNB1027	Entrepreneurial Leadership (Practicum)	Multi modal	n/a	Elective	6	144	36	108
Electives Maximum					6	144	36	108

Electives Total	6	144	36	108
Core Subjects Total	42	1008	252	756
Course Total	48	1152	288	864

STUDY PLANS AND PROGRESSION

Study Plans

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

Progression

Students undertake 7 core subjects and choose 1 elective. Entrepreneurial Finance (core) must be taken in the first semester of study, and Capstone (core) in the final semester.

The other subjects can be undertaken in any order, subject to scheduling.

Electives will only be delivered if minimum numbers are reached.

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 four subjects (**24 credit points**), you may exit with a Graduate Certificate Screen: Business.

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

SECTION 2: STRUCTURE & CONTENT

COURSE RATIONALE

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

The course is made up of three dominant streams: finance, entrepreneurial leadership, and technology. 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. Focus of several subjects will be on screen media opportunities in our neighbouring regions.

Students will gain core knowledge and skills in:

- Entrepreneurial Leadership,
- Complex collaboration and team management,
- Financial Management and Modelling supporting project development and content creation,
- Business Growth and New Markets
- Strategic Innovation
- The adaptation of new technologies.

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

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

LINKS WITH INDUSTRY

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

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

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

STATEMENT OF COMMITMENT: AFTRS FIRST NATIONS STRATEGY

1. We recognise First Nations people's sovereignty and self-determination as dynamic, diverse and place-based.
2. We recognise the ethics, values, and knowledges of First Nations communities.
3. We honour and uphold the commitment to First Nations education and media training.
4. We respect, value, and apply First Nations knowledges, knowledge systems, technologies, and the development of culturally responsive pedagogies and practices.
5. We are committed to efforts and initiatives that build intercultural relationships, ethical relationality, and the collective approach to prioritise First Nations community governance.
6. We are committed to ongoing mutual learning and growth and understanding that this living process will have no 'finish' or 'end' date.
7. We acknowledge that First Nations knowledge systems are dynamic, living, and undergo constant processes of renewal.
8. We will use project-based approaches to explore engagements between Eurocentric and First Nations Knowledges to create, inspire and generate awareness and appreciation across knowledge systems.
9. We recognise the centrality of relationships of First Nations kinship systems, extending into the biosphere, known as 'kincentric ecologies'.

INHERENT REQUIREMENTS

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

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

Communication tasks

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

Reflective/creative tasks

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

Physical tasks

- Attend 80% of classes

- Complete mandatory inductions
- Take responsibility for the hire and return of gear

Intellectual tasks

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

Interpersonal tasks

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

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

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.

- An Introduction to Indigenous Media Ethics and Aesthetics (Dili Bags)
- WHS Regulatory Framework
- Academic Integrity module

SECTION 3: TEACHING & ASSESSMENT

OVERVIEW

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

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

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

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

TYPES OF LEARNING ACTIVITY

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

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

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

LEARNING ACTIVITIES

LECTURE (LIVE): A live lecture being delivered on campus or online to students of no more duration than 50 minutes, presenting core themes, skills, or concepts essential to achievement in the subject. Lectures may be attended face-to-face and/or online, depending on the subject's mode of delivery.

LECTURE (PRE-RECORDED): Audio from Lectures will be recorded and available on Moodle alongside PDF versions of slide presentations.

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

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

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

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

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

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

ASSESSMENT STRATEGY

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

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

TYPES OF ASSESSMENT

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

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

Summative: Summative assessment is designed to *evaluate* student learning at the end of a subject by comparing it against a defined benchmark, such as the Subject or Course Learning Outcomes. It is used to measure student progress at each level, and it contributes towards

the final grade for the Course. Examples of summative assessment on the Course are: Critical Analysis; Pitch and / or Presentation.

LEARNING OUTCOMES & MARKING CRITERIA

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

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

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

ASSESSMENT STRUCTURE

Scaffolding

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

Weighting

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

ASSESSMENT MODERATION & 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 Program Convenor, Discipline Lead 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: CORE AND ELECTIVE SUBJECTS

SUBJECT: Entrepreneurial Finance

Subject code	SCNB1026
Credit Points	6
Mode of Delivery	External (fully online)
Subject type	Core

SUBJECT OVERVIEW

This subject examines the financial management skills and knowledge necessary to set up, establish, and grow sustainable screen media businesses.

The roles of start-up founders, employees, investors, and financial advisors will be examined, as well as financing structures in mature companies focussed on growth. This will include a range of financing options, from venture capital, private equity investment, and angel financing for start-ups, through to growth options for existing companies and management and exploitation of existing intellectual property. Throughout, the skills needed to create and present financials to the market, the ability to argue a persuasive and convincing business case, and the tools necessary to present a credible development pathway to investors and / or clients will be at the forefront of the subject delivery. Practice in presentations skills both verbally and on paper is a key part of this aspect of the subject.

From the broader international screen media market perspective, 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.

Students coming into the program with limited financing and spreadsheet experience are strongly encouraged to complete the pre-module, Financial Management and Marketing. This online module provides content covering the fundamentals of financial modelling, the management of spreadsheets, and tuition in Excel. The module is not compulsory, nor does it form part of the core MAARTSSB program, but it serves to support students who would benefit from increasing their Excel skills.

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

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: FINANCIAL MODEL AND ANALYSIS	30%	Financial Spreadsheet	LO1, LO2
ASSESSMENT 2: FINANCIAL MODEL	70%	Venture Plan / PPT	LO1, LO2, LO3

SUBJECT: Leadership in the Creative Industries

Subject code	SCNB1025
Credit Points	6
Mode of Delivery	Internal (on campus) or External (fully online)
Subject type	Core

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 leading 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 subjects, including Enterprise and Innovation, Managing Growth and Technology, as well as sections of Screen Media Marketing, Screen Media Project Development, and the electives, Entrepreneurial Leadership and International Screen Media Policy and Finance.

SUBJECT LEARNING OUTCOMES

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

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
Mode of Delivery	Internal (on campus) or External (fully online)
Subject type	Core

SUBJECT OVERVIEW

In this subject, students explore the role of technology and innovative practice in start-up business and enterprise-level strategies for new business ventures*. Opportunities arising from advances in technology are at the core of this subject and will be analysed utilising both theory and practice.

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

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

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

SUBJECT LEARNING OUTCOMES

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

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 Marketing

Subject code	SCNB1024
Credit Points	6
Mode of Delivery	Internal (on campus) or External (fully online)
Subject type	Core

Subject formerly known as Screen Media Business Ventures (2023)

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 and career growth.

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

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

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: Managing Growth and Technology

Subject code	SCNB1033
Credit Points	6
Mode of Delivery	Internal (on campus) or External (fully online)
Subject type	Core

SUBJECT OVERVIEW

This subject will give students the opportunity to analyse critically the practice of managing and growing successful businesses in a competitive and complex world*. With emphasis on the theories of management, the need for developing expert domain judgement and autonomous decision making, 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 might these innovations 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 part of a suite of Entrepreneurial subjects, including Leadership in the Creative Industries, Enterprise and Innovation, Managing Growth and Technology, Screen Media Project Development, Screen Media Marketing, and the elective, Entrepreneurial Leadership.

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

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

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: Screen Media Project Development

Subject code	SCNB1032
Credit Points	6
Mode of Delivery	Internal (on campus) or External (fully online)
Subject type	Core

Subject formerly known as Screen Media and the Creative Arts (2023)

SUBJECT OVERVIEW

Designed for the screen media and creative arts professionals who are engaged in project management for 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-evolving landscape across the creative industry domains, a broad range of screen and creative industries will be examined from the perspective of presenting and proposing and managing screen and creative arts projects from concept development ready for production. This subject is relevant to screen producers, creative and cultural arts leaders, immersive media practitioners, and technical innovators, including projects in immersive and digital technologies, television, film, theatre, literary and arts festivals, music, public events and exhibitions, conferences, and curation.

Focus will be on the processes from idea to project proposals ready for development and/or production financing in the screen media and creative arts industries. It will include above-the-line skills from brainstorming to concept development, including pitching, proof of concept, presentation skills and the management of the development processes for project proposals (incl. slates). It encompasses knowledge of cultural policy and how screen media and the creative arts is evolving, disrupting, and creating accelerator opportunities in 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 artefact.

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 Marketing.

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

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: Capstone Project

Subject code	SCNB1029
Credit Points	6
Mode of Delivery	Internal (on campus) or External (fully online)
Subject type	Core

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 growth opportunities 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 that is designed for:

- a business proposition designed for presentation to investors and interested parties, or
- a detailed strategy for an accelerated career path, or
- 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

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

SUBJECT: Entrepreneurial Leadership (Practicum)

Subject code	SCNB1027
Credit Points	6
Mode of Delivery	Multi modal (face-to-face and online)
Subject type	Elective

SUBJECT OVERVIEW

In a 'live' business case study, students will analyse an existing media company operating in the global media and entertainment landscape and develop and present a business case for a new business opportunity that will either solve an existing operational problem, increase productivity, or create new growth opportunity within the framework of the existing media company.

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 subjects, including Leadership in the Creative Industries, Enterprise and Innovation, Managing Growth and Technology, Screen Media Marketing.

The subject is also part of a complementary suite of Finance and Business subjects, including Entrepreneurial Finance, Screen Media Marketing, Managing Growth and Technology, and the elective, International Screen Media Policy and Finance.

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 an additional fee. Careful consideration for this unit is required, as, beyond a certain date, components such as airline bookings are non-refundable. For further information on fee arrangements, please consult the Student Centre and the Subject Outline.*

SUBJECT LEARNING OUTCOMES

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

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 Policy and Finance

Subject code	SCNB1034
Credit Points	6
Mode of Delivery	External (fully online)
Subject type	Elective

SUBJECT OVERVIEW

In this subject, students will investigate the financial, economic and policy 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 there are alternative forms of financing, such as Muslim Financing, and differing modes of policy and media regulation. Comparative analysis and debate will be a feature of *Policy and Finance*.

After an introductory examination of the international financial structures and policy and governance, students will concentrate on the Asian screen media market for in-depth analysis. Using a range of cultural, political, policy, 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 and policy analysis of the market opportunity.

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

SUBJECT LEARNING OUTCOMES

BUSINESS ACUMEN	Demonstrate an understanding of the of the history and development of screen media public policy in the Asia Pacific, including the complexities and opportunities as they apply to policy settings and financial structures.
PEOPLE SKILLS	Apply analyses and other key evidence to prepare an effective argument advocating a position in screen media public policy debate
ANALYSIS	Research and apply a range of scenarios to analyse the key financial and policy drivers in a targeted market segment of the international screen media landscape.
INDUSTRY FORMS & PRACTICE	Formulate a sophisticated strategic and financial analysis of an identified opportunity in the international screen media landscape.

ASSESSMENT

ASSESSMENT TASK	WEIGHTING (%)	FORMAT	LEARNING OUTCOMES ASSESSED
ASSESSMENT 1: PRESENTATION OF POLICY ANALYSIS (INDIVIDUAL)	30%	Written Report / Presentation	LO1 LO2 LO3
ASSESSMENT 2: PITCH: INTERNATIONAL FINANCE PROJECT (INDIVIDUAL)	70%	Written Report / Presentation	LO1 LO2 LO3 LO4