



# ICL

GRADUATE **BUSINESS** SCHOOL

## Master of Management

### Level 9



## 2021

## ICL Graduate Business School Programmes

ICL Graduate Business School offers a wide range of Business, Computing, Early Childhood Education and English study programmes, up to level 9 on the New Zealand Qualifications Framework. The following study programmes are available at ICL Graduate Business School:

<b>Level 9</b>	<b>Master of Management</b> <b>Master of Business Informatics</b>
<b>Level 8</b>	<b>Postgraduate Diploma in Business</b> <b>Postgraduate Diploma in Business Informatics</b>
<b>Level 7</b>	<b>Graduate Diploma in Teaching (Early Childhood Education)</b> <b>Graduate Diploma in Business (International Business Innovation)</b> <b>Graduate Diploma in Business (International Hospitality Management)</b> <b>Graduate Diploma in Business (International Hospitality Management)</b>
<b>Level 6</b>	<b>New Zealand Diploma in Business</b> <b>New Zealand Diploma in Early Childhood Education</b>
<b>Level 5</b>	<b>New Zealand Diploma in Early Childhood Education</b>
<b>Level 4</b>	<b>New Zealand Certificate in English Language</b>

## Management Team

<b>Chairman</b>	<b>Ewen Mackenzie-Bowie</b>	<b>ewen@icl.ac.nz</b>
<b>Acting Chief Executive Officer</b>	<b>Shirley Huang</b>	<b><a href="mailto:shirleyhuang@icl.ac.nz">shirleyhuang@icl.ac.nz</a></b>
<b>Academic Director</b>	<b>Markus Klose</b>	<b>markusklose@icl.ac.nz</b>

# The Master of Management - Level 9

## Aim

The aim of the study programme is to enable students to critically examine theories and practices of management and to conduct applied research so they:

- Develop high-level skills and knowledge for leading, managing and transforming organisations within an environment of ubiquitous and continuous change
- Can apply this knowledge and these skills to contemporary organisations in Aotearoa New Zealand and internationally.

## Outcomes

Graduates of the Master of Management will be able to:

1. Evaluate and apply advanced contemporary management theories to emerging situations in an organisation.
2. Create an internal organisation culture with strong employee engagement, collaboration and teamwork, and ongoing learning and development in the changing environment.
3. Analyse, synthesize and communicate information, plans, policies and strategies to enhance business outcomes in an organisation.
4. Apply leadership and management skills to improve business performance within an organisation in Aotearoa New Zealand or internationally.

## Entry Requirements

Applicants for the Master of Management must provide the following:

- A completed application form.
- Original transcripts showing a Bachelor degree or a Graduate Diploma in a related field from a recognized institution, including full transcripts,  
or  
Evidence of acquiring the relevant skills and knowledge through appropriate work or professional experience in business or a related area.
- A scanned PDF will be sufficient to progress the application, but original documents will be required on arrival at ICL Graduate Business School. Failure to provide original documents will result in the cancellation of the enrolment.
- For international students, IELTS with a minimum score of 6.5 overall (with no band score lower than 6.0 and gained within the last two years in one examination), or any other equivalent approved by NZQA.

- Credit transfer or RPL of up to 50% of the total credits, i.e. up to 90 of the 180 credits, required for the qualification may be negotiated on a case-by-case basis.

ICL Graduate Business School also strongly recommends that a Personal Statement, written by the applicant, is attached to the application explaining why they believe they should study on the programme, their motivations and further aspirations.

## Credit Recognition

ICL recognises prior learning achieved within formal settings. Prior learning is understood to constitute formal learning, which is study undertaken within ICL or externally prior to enrolment.

The following definitions apply:

**Credit Transfer (CT):** credit awarded for having successfully completed a course of formal learning at either the same tertiary education organization, or another accredited tertiary education organization, where there is direct equivalence of at least 80% between the learning outcomes.

**Cross Credit (CC):** credit awarded for having successfully completed an identical course of formal learning at either the same tertiary education organization, or another accredited tertiary education organization.

**Recognition of Prior Learning (RPL):** formal assessment of a learner's relevant and current knowledge and skills gained through prior learning to determine achievement of learning outcomes of a qualification. Prior learning is matched with learning outcomes of ICL papers at the same level and the same credit value of the proposed programme in which the student wishes to be enrolled.

Any credit can be awarded into whole ICL papers only and up to a maximum of 90 credits, i.e. 50% of total credits of the qualification. No credit will be awarded for the Level 9 applied research component of the qualification. Credit applications may be declined for study undertaken more than five years previously, at the discretion of the ICL Academic Board. Any Credit Recognition is awarded upon application and at the discretion of the ICL Academic Board.

## Admission Appeals

If a student wishes to appeal an admission process decision the following applies:

1. An Admission Appeal should be directed in writing to the Academic Director outlining reasons of the appeal.
2. The Academic Director may request further information and evidence to support the appeal.
3. The Academic Director will consult with the relevant academic team(s) and the senior management team, where appropriate to discuss and resolve the appeal.
4. The Academic Director will report ICL Education Group's decision to the student concerned.

## Programme Structure and Duration

This programme will be delivered through face-to-face classroom learning at ICL Graduate Business School, Auckland and/ or blended learning.

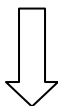
Full-time students will take up to three papers per trimester. Each paper will be taught through one four-hour class per week, delivered by an ICL staff member across a 16-week trimester on either a day or evening timetable.

In total, students will receive four contact hours per paper per week. Students are also expected to study independently for five hours per paper per week. This totals 27 hours of learning per week for each student.

Programmes are offered at ICL continuously, with a one-week study break between trimesters and a two-week break over the Christmas period.

Therefore, students will complete the Master of Management within 1.5 calendar years of full-time study

<b>Level 7 Undergraduate Degree in a business-related field</b>
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Trimester (16 weeks)	Programme Structure*
1	Organizational Behaviour (8230)
	Business Professionalism (8281)
	Business Transformation (8260)
2	Māori Business Leadership Models (8271)
	Global Business (9201)
	Project Management (9203)
3	Research Methods (8542)
	Leading and Managing People (9230)
	Applied Project (9537)
4	Applied Project (9537)
	Applied Project (9537)
	Applied Project (9537)

\*subject to change without notice



<b>Level 10 Doctorate Degree</b>
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## **Paper Outlines**

Students will be provided with a paper outline for each paper they take at the start of the term. Important information is included within these paper outlines and it is the student's responsibility to ensure they have read and fully understood these documents. If a student seeks further clarity, they should discuss this with their lecturer.

## **Organizational Behaviour (8230)**

This paper introduces students to work and worker behaviour; behaviour at work; group and organizational behaviour; links between behaviour and organizational restructure; tasks and job design; administrative hierarchy; job satisfaction and worker adjustment; stress and other factors related to the environment of work; values associated with work behaviour.

## **Business Professionalism (8281)**

This paper develops the perspective and personal skills needed by business professionals in a complex and uncertain global environment to be effective in their roles in a wide range of organisations, and equips them not only to manage change but to be able to anticipate impending shifts, map strategic direction and lead. Learners' professional practice capabilities and preparedness for dynamic organisational environments are developed to an advanced level through studying concepts and case studies of organisations so that they are equipped to respond appropriately to the challenges of conducting sustainable business amid perpetual change.

## **Business Transformation (8260)**

This paper equips learners with knowledge of the economic, social and ethical context of accelerating technological change for business and society, and the skills to both manage ubiquitous change and recognise its challenges and opportunities. The course evaluates and applies the concept of disruption, first coined as "disruptive innovation" (Christensen, 1997), in turn referencing "creative destruction" (Schumpeter, 1942). Developments in and examples of businesses harnessing disruption through, for example, the Internet of Things (IoT), machine learning, artificial intelligence (AI), data mining, bitcoin, block chain, robotics and automation are evaluated. Transformation models such as continuous development, agile strategy are analysed.

## **Māori Leadership Models (8271)**

This paper aims to equip students with leadership skills relevant to an Aotearoa New Zealand context through critically examining Māori business and leadership models.

### **Global Business (9201)**

This paper allows students to examine the (additional) challenges confronting the global business manager.

### **Project Management (9203)**

This paper is designed to develop students' understanding of the principles of project management from a managerial perspective in an organizational setting and to develop skills to plan and manage projects with teams. Students will be introduced to the various phases and processes associated with a project life cycle, and should understand the knowledge areas associated with any project and explore practical applications of the knowledge acquired through this unit.

### **Leading and Managing People (9230)**

This paper introduces students to theories and practices of contemporary leadership and management in a global setting. Various leadership styles will be canvassed and applied reflectively in developing a students' own approach to leading and managing, as two separate, but interrelated skill sets.

### **Research Methods (9230)**

This paper introduces students to theories and practice of qualitative and quantitative primary research and data analysis techniques. This paper helps students to prepare for the applied research project.

### **Applied Research Project (9537)**

Learners will develop the skills to design and complete a research project that focuses on a real-world solution to an identified problem or challenge related to global business, business information or enterprise innovation. Learners will be able to demonstrate mastery in their field of study.

### **Required Textbooks**

Students will be provided with the e-Textbooks for each of the subjects that they will be studying. The paper outline will state which textbooks are required for each paper.

### **Copyright**

Illegal photocopying of texts is strictly prohibited and any such material will be confiscated and forwarded to the relevant publisher who owns the intellectual property. If students persist in such illegal replication, then the School will inform the publisher.

In New Zealand you cannot copy from a textbook unless the book is out of print or less than 10% of the content is being copied. This is only allowed once. It is illegal to copy a complete book. Such a copy must be destroyed. If you copy a book, you are liable to prosecution under New Zealand law. For a full explanation refer to [www.whatiscopyright.org](http://www.whatiscopyright.org)

Copyright laws grant the creator the exclusive right to reproduce, prepare derivative works, distribute, perform and display the work publicly. Most countries are members of the Bern Convention and the Universal Copyright Convention (UCC) which allow you to protect your works in countries of which you are not a citizen or national. For more details refer to [www.whatiscopyright.org](http://www.whatiscopyright.org)

## **Library and ProQuest**

You have access to ProQuest, an electronic database with many resources at your disposal. ProQuest can be accessed for free whilst using the computers or Wi-Fi network whilst on campus. You can access ProQuest on campus using this link: <http://search.proquest.com/business/index?accountid=164702>

Auckland Council Library, with 55 outlets across the city, offers free membership to everyone. ICL encourages all students to avail of the membership and make use of the enviable lending services on offer

## **Opportunities for Further Study**

ICL has an understanding with several institutions regarding the opportunity for further studies for its students. Programmes at Auckland University of Technology, Waikato University and Massey University may take into consideration ICL student applications for some of their doctorate programmes. Successful applications and enrolments are at the individual university's discretion.

## **Further Information**

For further information concerning studying at the ICL Education Group please refer to the following information: Academic Handbook and Student Services Support Handbook.