



AUSTRALIAN  
INSTITUTE  
OF BUSINESS  
ADMINISTRATION

# 12 MONTH MBA

*while you work*

JUST 12 SUBJECTS  
DELIVERED OVER 12 MONTHS

By Distance Learning or Weekend Workshops



Gibaran Learning Group

Adelaide • Auckland • Colombo • Christchurch • Dublin • Kuala Lumpur • London • Manila • Penang • Singapore

# CHAIRMAN'S MESSAGE



“  
COMPLETE  
AN MBA IN  
JUST ONE  
YEAR, WHILE  
YOU WORK  
”  
FULL TIME

The Australian Institute of Business Administration (AIBA) is a member of the Gibaran Learning Group - a leading, global business higher education group - and takes great pride in offering this 12 Month MBA in South Australia and internationally.

The AIBA 12 Month MBA was developed to provide an affordable, practical, 'fast route' to career advancement for executives and business owners.

Whilst the AIBA MBA offers flexibility, it is also an academically rigorous MBA programme which seeks to equip people with the knowledge and skills they need to develop their business life and progress their career.

Using accelerated delivery techniques and a blended academic and applied approach to assessment, AIBA is the only South Australian postgraduate education provider that enables you to complete an MBA in just one year.

Through our overseas teaching centres the AIBA MBA has already helped executives around the world to develop themselves and then, in turn, enhance their careers or grow their businesses.

I look forward to welcoming you to the AIBA MBA programme and the Gibaran Learning Group's global community of business leaders.

A handwritten signature in black ink, appearing to read 'Selva Abraham', is displayed on a light grey background.

Prof. Selva Abraham MBA PhD  
Founder Chairman

# A GLOBAL HIGHER EDUCATION GROUP

## **Gibaran Learning Group (GLG)**

GLG is a leading private higher education group based in Australia, specialising in management development and the delivery of business education, including undergraduate, postgraduate and research qualifications.

The GLG consists of four higher education providers - Gibaran Graduate School of Business, Entrepreneurship Institute Australia, Tourism Institute Australia and Australian Institute of Business Administration.

Established as a management development consultancy in 1985, Gibaran became a business school in 1995, gaining the elite status of being the first private provider of higher education in Australia to confer the prestigious qualifications of:

- Doctor of Philosophy (PhD);
- Doctor of Business and Administration (DBA); and
- Master of Management (MMgt).

Qualifications offered by the four GLG institutions are accredited within the Australian Qualifications Framework (AQF) and are deemed to have the same standing as similar qualifications issued by an Australian University.

Based in South Australia, the GLG has more than 15 education centers around the globe in six countries, including the UK, Singapore and Malaysia.

## **Australian Institute of Business Administration (AIBA)**

AIBA was established to develop practical and critical thinking skills in the various disciplines of business and management.

Its programmes produce graduates who are knowledgeable and ready to apply highly desirable business knowledge and skills across a variety of industries.

Accordingly, AIBA delivers undergraduate and postgraduate qualifications with a diverse range of specialisations that reflect the current and forecasted global business environment.

# FREQUENTLY ASKED QUESTIONS

## 1. Will an MBA from an institute, rather than a University, be recognised in business and by employers?

It is globally accepted that some of the best MBA programmes are conducted by management development institutions such as IMD from Switzerland, INSEAD near Paris and Henley in the UK. AIBA along with the other members of the Gibaran Learning Group possess some very unique degree conferring powers guaranteed by the Australian Government. See page 8 for more information.

## 2. How is it possible to complete an MBA in just 12 months while you work?

Please see page 6 for a description of the 12 Month MBA Model, and the elements that have made it so successful internationally and now locally in South Australia.

## 3. How many hours per week will I need to spend studying?

Our Academics recommend between 22-25 hours per week (25-30 hours for Distance Learning students) to achieve a good result but study time varies from one person to another. See page 21 for more information.

## 4. Who will be teaching the course?

The course will be delivered by a team of experienced industry leaders and highly respected academics. More on page 7.

## 5. Why choose Distance Learning?

Distance Learning is an alternative for students who don't wish to attend classes.

It is a flexible, proven education method that is designed for professionals to fit their study alongside their personal and professional commitments.

## 6. Do you offer HECS, FEE-HELP or a "study now, pay later" option?

Although we do not offer HECS or FEE-HELP, we can offer Australian prospective students an innovative deferred loan scheme, meaning that students can study now and pay later. Please see page 23 for more information.

## 7. What specialisations can I complete?

Studying the 12 Month MBA via distance learning allows you to choose any of the specialisations listed on page 10. Currently, only the Generic and Entrepreneurial Management specialisations are available when studying face to face at the Adelaide Campus, however face to face students may be able to study an alternate specialisation by completing the specialisation units by distance learning. The course may take longer than 12 month depending on the specialisation subjects chosen.

## 8. I have not studied in a long time. How can I be assisted?

We support our students in a number of ways.

To (re)introduce students to academic study protocols, we have a study skills seminar. See page 20 for more information.

## 9. I don't have a bachelor's degree (first degree) or any qualifications. Can I still do the course?

Yes - if you fulfil the work experience requirement of the special entry criteria listed on page 22.

## 10. My previous study is in an unrelated area to business. Can I still apply?

Yes - as long as you fulfil the entry requirements listed on page 22. Many individuals of varying professional backgrounds undertake an MBA, because the knowledge and skills attained are valuable across all industries.

## 11. I have commenced an MBA elsewhere. Can I transfer into the AIBA 12 Month MBA?

Yes, we may even be able to offer you subject exemptions and a course fee reduction. Please see page 20 for more information.

## 12. Why do students choose our MBA?

- Affordability - see page 23
- Ability to finish in 12 Months - see page 6
- Specialisations - see page 10
- Government Accreditation - see page 8
- Unique Assessment - see page 21

# AN MBA - A PASSPORT TO SUCCESS

The MBA (Master of Business Administration) degree is internationally recognised and is seen as a passport to a successful management career.

It is the world's most popular postgraduate degree, with around 90,000 MBA graduates produced in the USA, and more than 10,000 Australians studying for an MBA each year.

MBA degrees provide students with knowledge of how people and processes operate within organisations and the wider environment affecting those organisations.

MBA's were first developed in the USA in the early 1900s. They were designed for graduates within technical disciplines who had little or no business education.

As the world moves toward a more corporate and service-oriented economy, earning an MBA has become an effective way of not only ensuring your employment, but also ensuring your success and marketability in an ever-evolving job market.

Research indicates that individuals with an MBA tend to move up the promotion ladder much quicker than those without the degree and MBA graduates are in high demand at multimillion dollar companies throughout the world.

According to a report for the Australian Business Deans Council by Access Economics Pty Ltd, published in June 2005, during their working lives business graduates earn up to 50% more than non-business graduates.

In a survey by the Association of MBAs, 1300 members of the association were asked why they took an MBA.

Most gave several reasons. In order of priority these were:

To obtain a business qualification 82%
To improve job opportunities 79%
For intellectual stimulation 70%
To increase salary 67%
To obtain general skills 64%
To change career direction 61%
To increase self confidence 52%

An MBA course will enhance your skills by developing your ability to work as an effective team member and to lead others.

An MBA will also develop your self-confidence, communication and negotiation skills.

And as well as education and career enhancement benefits, an MBA offers worldwide networking opportunities.

# INNOVATIVE MODEL – 12 MONTH MBA

Many of the most highly ranked Universities including Oxford and Cambridge offer a 12 Month MBA programme.

GLG has been offering 12 month MBA programmes internationally for a number of years through its teaching centres with high degrees of success in terms of enrolments, completion rates and graduate outcomes.

## KEY FEATURES OF THE MODEL:

### Same content, shorter duration

The 12 Month MBA contains similar content to most Australian and International University courses, confirmed by the fact that the MBA is fully accredited. The intensive structure of the course forgoes term and semester breaks, which in traditional MBA models constitutes a substantial amount of time during the course.

### Independent learning material

AIBA provides significant amounts of independent learning material including reading material and articles, in addition to the core text for each subject, which each student will purchase. This empowers students with busy schedules to undertake significant learning outside of class contact time, when individual schedules permit.

### Intensive workshops (face to face)

Rather than delivering each subject over a series of one or two hour classes per term, the 12 Month MBA is offered over three intensive workshop days per month. This allows students to plan their year in advance and accelerates the learning process.

### One subject each month

Traditional MBA models involve several individual subjects being offered generally over a 12 week period.

For a busy executive, this makes their learning susceptible to external factors such as unexpected work and personal issues that could occur during this time.

The 12 Month MBA is offered as one subject per month. This means that students need to focus on just one subject at a time, in addition to their usual personal and professional obligations. The fact that the examination is just a month away from the start of each subject has contributed to high completion rates, as the students are continuously motivated.

### Distance Learning option

For students choosing distance learning, the programme is delivered via mail correspondence and/or the internet. You can study an MBA from your home, office or while travelling, in the hours that best suit your daily routine. This enables you to balance work, personal life and study.

## AN EXAMPLE MONTHLY SEQUENCE

Sat	Sun	Mon	Tues	Wed	Thurs	Fri
Sat	Sun	Mon	Tues	Wed	Thurs	Fri
Sat	Sun	Mon	Tues	Wed	Thurs	Fri
Sat	Sun	Mon	Tues	Wed	Thurs	Fri
Sat	Sun	Mon	Tues	Wed	Thurs	Fri
Interactive Tutorials	Revision Workshop	Examination	Next Subject	Interactive Tutorial		

# INDUSTRY LEADING FACULTY

Our faculty are highly academically qualified, holding a Masters or Doctoral Degree in their area of specialisation.

AIBA also requires teaching staff to have held a senior position in an organisation for a number of years in their area of specialisation, with most currently holding significant full-time positions.

The benefit for students is that the knowledge being shared by these faculty members is highly current, and the most accurate reflection of industry as it stands today.

## OUR EXTENSIVE FACULTY INCLUDES:

### **Debra Hassen LLB, LLM**

Debra Hassen is a legal practitioner with more than 25 years national and international experience. She has practiced law in the commercial arena with the main focus on banking, corporate governance, franchising and intellectual property.

### **Paul Moroney MBA**

Paul Moroney is the Managing Director of Active Operations Management and was formerly a Senior Manager with EDS.

### **Michael Chant MBA**

Michael shares his extensive experience in information systems and communications with expertise in educational and administrative management. He has strong skills in staff control, course co-ordination and operational management, and has worked extensively in the not-for-profit sector.

### **Dr Chris Riley PhD, MBA, CPA**

Chris Riley has a solid commercial background in management, financial accounting and administration. With 25 years experience of working with large corporates, his areas of expertise are management development and action learning.

### **Robert Jano CPA, MBA**

With experience in the executive leadership of recruitment and human resource teams at state and national levels, Robert specialises in Management, Strategy, Human Resource Development and Operational Improvement.

### **Dr John Wallace PhD**

A senior consultant who specialises in designing, coordinating and facilitating professional development of facilitators for leadership development programmes, John has worked with a range of organisations over 20 years. He has a strong teaching background in organisational learning, team building and team development, process facilitation and change management.

### **Dr Colin Sharp BA (Hons Psych), PhD, MAPS, FAES**

Colin has over 20 years of experience as a management consultant to executives of human service organisations on leadership, staff development, organisational change, research, evaluation and quality assurance. As a psychologist, manager and educator he has managed many projects for a wide variety of clients.

# ACCREDITATION

# AUSTRALIAN QUALITY ASSURANCE



**Government of South Australia**  
Department of Further Education,  
Employment, Science and Technology

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Australian Institute of Business Administration  
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Dear Dr Abraham

I write to confirm that the Australian Institute of Business Administration is an organisation registered under the South Australian *Training and Skills Development Act, 2003* to deliver courses leading to the following qualifications in the Management field listed on the Department of Further Education, Employment, Science and Technology website at [www.training.sa.gov.au/ovetorgs](http://www.training.sa.gov.au/ovetorgs).

The *Training and Skills Development Act, 2003*, enables non university institutions which have demonstrated their academic *bona fides* and capacity to meet the requirements of the national regulatory framework for Higher Education set forth in the *National Protocols for Higher Education Approval Processes* and the *Australian Qualifications Framework*, to issue Higher Education qualifications, including degrees and higher degrees.

Capacity to meet appropriate academic standards and comply with the national regulatory framework is assessed by a Review Panel approved under the *Training and Skills Development Act, 2003*, comprising of subject specialists from the university sector, including a nominee from each of the universities in the State.

The Australian Institute of Business Administration is listed on the South Australian *Higher Education Register* and the Australian Qualifications Framework Advisory Board's *Register of Bodies with Authority to Issue Qualifications* ([www.aqf.edu.au](http://www.aqf.edu.au)).

The qualifications including degrees, issued by organisations listed on the *Registers*, are deemed to have the same standing as similar qualifications issued by an Australian university.

Organisations listed on the registers are quality assured by Australian governments to guarantee the quality of the degrees and other Higher Education qualifications they are authorised to issue.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Victor Korobacz'.

Victor Korobacz  
**MANAGER**  
**HIGHER EDUCATION AND ESOS QUALITY**  
5 September 2006

# STRUCTURE AND DURATION

“  
JUST 12 SUBJECTS DELIVERED  
”  
OVER 12 MONTHS

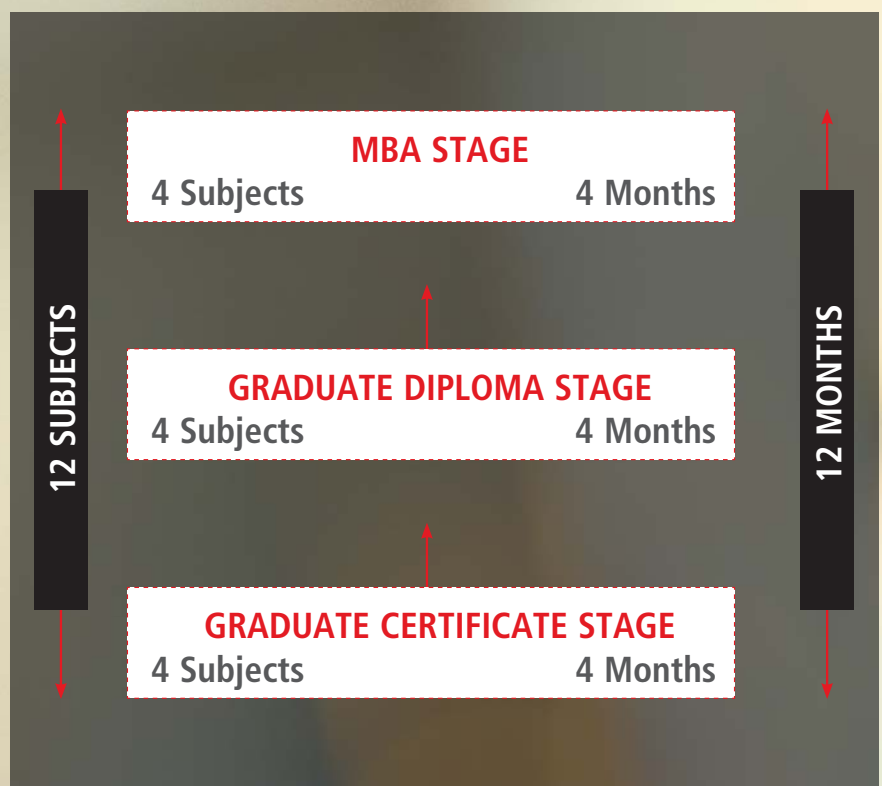
## AIBA MBA QUALIFICATION PATHWAY

The course is divided into three equal stages being the **Graduate Certificate stage**, the **Graduate Diploma stage** and the **MBA stage**.

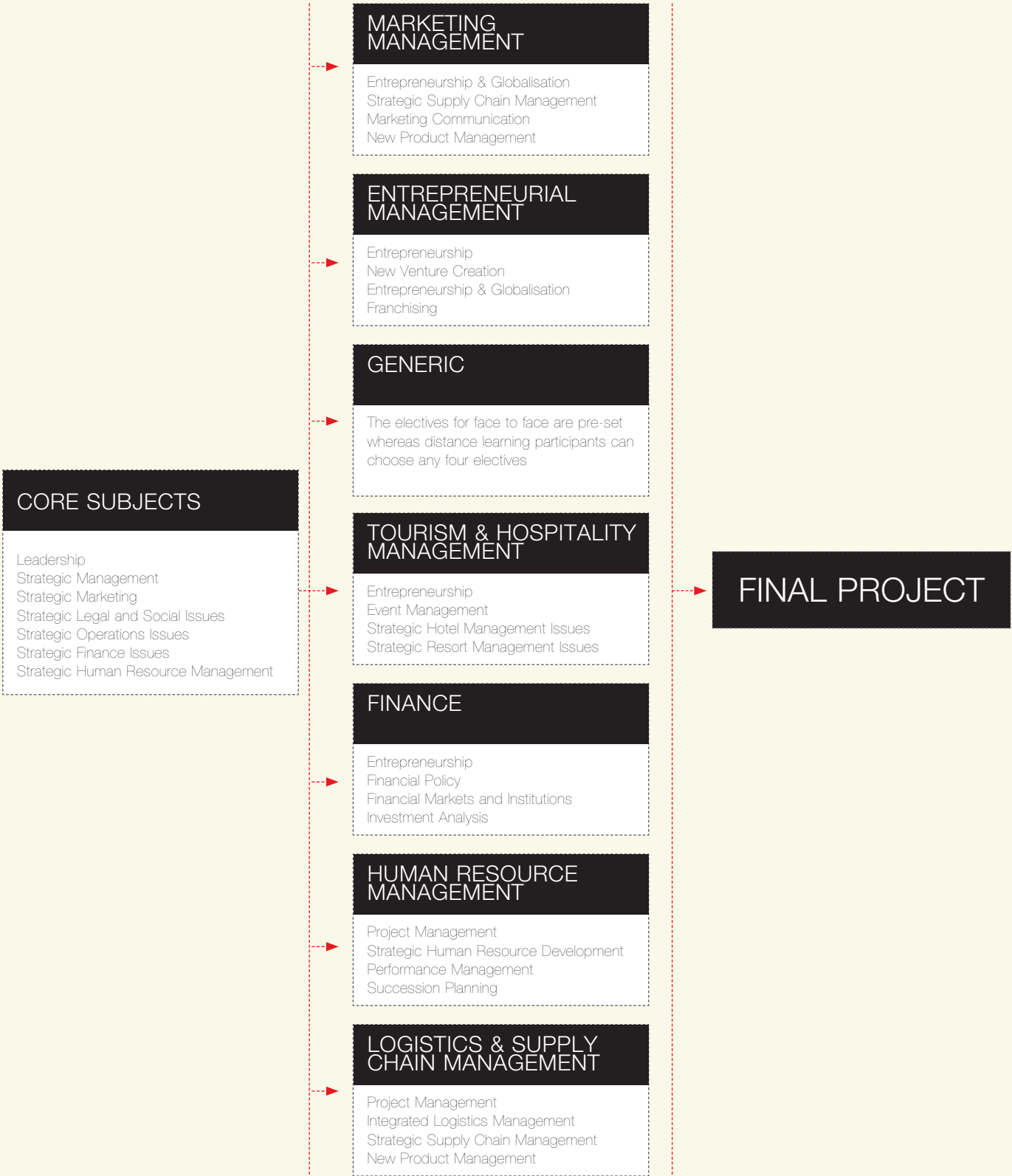
Each stage consists of four subjects, each delivered over four months. Depending on subjects chosen, students are able to complete all 12 subjects within 12 months but may take up to an additional three months to complete the final project.

Face to face students must enrol into all stages of the course.

Distance learning students can opt to study on a stage by stage basis and complete either a Graduate Certificate or Graduate Diploma stage.



# STRUCTURE AND SPECIALISATION



# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Leadership</b></p> <p>This subject will provide the students with a systematic study of how individuals and groups behave within an organisational setting and the impact of leadership on this behaviour. This subject will provide students with a comprehensive, scholarly and in-depth knowledge of the dynamics of leadership. It will also address how individuals and groups behave in organisations.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the nature of leadership as a process and the Interactive Model of Leadership;</li><li>• Analyse the organisational context to determine appropriate leadership strategies given the situation and the characteristics of the followers;</li><li>• Demonstrate the capacity to analyse the use of power in organisations and to identify strategies to improve their own influence tactics;</li><li>• Discuss the characteristics of effective leaders and ways to incorporate these characteristics in their own leadership style; and</li><li>• Demonstrate flexibility and creativity in proposing strategies to lead teams and develop motivation and satisfaction in followers.</li></ul>
<p><b>Strategic Management</b></p> <p>The objective of this subject is to provide the participant with an in-depth knowledge of the principles and practice of corporate strategy formulation built around a systematic approach to strategic management.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the nature of strategic management and the interrelationships amongst organisational vision, culture, structure and strategy;</li><li>• Discuss issues of organisational alignment, congruence, strategy implementation and capability development;</li><li>• Demonstrate a high order of skill in competitive industry analysis, determination of sustainable competitive advantage, and the evaluation of strategies of diversified companies; and</li><li>• Demonstrate creativity and flexibility in the development of a strategic management plan for a target organisation.</li></ul>
<p><b>Strategic Marketing</b></p> <p>This subject is designed to provide students with an in-depth knowledge of the marketing concept and the major principles, techniques and theories relating to the strategic practice of marketing, including development and implementation of competitive marketing strategies.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the key concepts of market-driven strategies, strategic brand management, value-chain relationships;</li><li>• Discuss the issues involved in creating a market driven organisation including market-focused programme development and implementation and control of marketing strategy implementation;</li><li>• Demonstrate a high order of skill in situation analysis, evaluation of marketing strategies and learning about different markets; and</li><li>• Demonstrate creativity and flexibility in the development of a strategic marketing plan incorporating strategic positioning, market-driven strategies and relationship strategies for a target organisation.</li></ul>

# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Strategic Legal and Social Issues</b></p> <p>The objective of this subject is to provide students with an appreciation of and the capacity to deal with strategic issues arising in governance, ethical, legal and social matters confronting business operations.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Explain governance structures and processes;</li> <li>• Discuss the issues involved in managing corporate conformance, corporate performance and good corporate citizenship; and</li> <li>• Identify the critical corporate governance issues that impact on the strategic decisions of an organisation, effectively analyse and evaluate those issues, and develop a set of guidelines to assist management in their strategic decision making processes.</li> </ul>
<p><b>Strategic Operations Issues</b></p> <p>The aim of this subject is to provide students with an in-depth knowledge of Strategic Operations Issues that are critical for the operations of an organisation, to the end that the operations may become more efficient and effective.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Explain the concepts of strategic operations management, operations strategy and operations improvement;</li> <li>• Discuss the issues involved in operations planning and control, capacity planning and control and the management of operations information;</li> <li>• Demonstrate a high order of skill in analysing operations and capacity planning in organisations and in developing possible solutions to identified problems within a range of contexts; and</li> <li>• Demonstrate creativity and flexibility in proposing methods to improve strategic operations in an organisation.</li> </ul>
<p><b>Strategic Finance Issues</b></p> <p>The subject is designed to prepare students for effective and efficient planning and management of financial and resource requirements and targets. The topics are adapted for specific requirements of government, non-profit and entrepreneurial organisations.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Explain the key concepts of the value creation process, activity based costing, balanced scorecard, economic value added, valuation of debt and equity in capital markets;</li> <li>• Discuss the issues involved in reading an annual report, business planning, strategic investment decision making and financing capital;</li> <li>• Demonstrate a high order of skill in analysis and critical evaluation of financial statements, costs, financing decisions, and investment decisions; and</li> <li>• Demonstrate creativity and flexibility in undertaking a strength and weakness analysis of the financial management systems of an organisation and in constructing an appropriate financial and resource management plan to address any weaknesses identified and to build on and exploit the particular strengths uncovered.</li> </ul>

# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Strategic Human Resource Management</b></p> <p>The subject is designed to provide students with an understanding of the formal relationship between the employer and the employee and of the techniques and methods aimed at making that relationship more effective so that organisational goals and objectives are achieved.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the concepts of strategic human resource management, strategic organisational alignment and levels of integration of strategic human resource management within organisations;</li><li>• Discuss issues involved in a lack of integration of strategic human resource management with strategic planning and identify ways to build strategic alignment through human resource practices such as recruitment and selection, performance management, career planning, training and development and compensation systems;</li><li>• Demonstrate a high order of skill in analysing the fit between strategy, structure and culture in organisations and the degree of reinforcement of strategic direction through human resource management practices; and</li><li>• Demonstrate creativity and flexibility in the development of approaches and strategies to address a strategic human resource management issue in a target organisation.</li></ul>
<p><b>Entrepreneurship</b></p> <p>The objective of the subject is to provide students with an in-depth knowledge of the concept of entrepreneurship in the context of entrepreneurs, entrepreneurial organisations and entrepreneurial countries.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the nature of entrepreneurship, the role of entrepreneurs in society, the new entrepreneur and the role of intrapreneurs;</li><li>• Discuss the issues involved in becoming an entrepreneur, creating an entrepreneurial organisation, fostering high-speed innovation and creating an entrepreneurial economy;</li><li>• Demonstrate a high order of skill in analysing the behaviour of entrepreneurs and evaluating the myths that surround entrepreneurship; and</li><li>• Demonstrate creativity and flexibility in developing a proposal for an entrepreneurial organisation.</li></ul>
<p><b>New Venture Creation</b></p> <p>This subject features the process of creating successful new ventures, including evaluating the opportunity, designing strategies, forming the entrepreneurial team and developing strategies for financing.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the concepts of entrepreneurship, new venture formation, venture capital, and the related concept of due diligence;</li><li>• Discuss the issues involved in developing relationships with venture capitalists, forming an entrepreneurial team, building a business proposal, and obtaining venture capital;</li><li>• Demonstrate a high order of skill in evaluating business opportunities, and venture capital options; and</li><li>• Demonstrate creativity and flexibility in developing a new venture proposal that includes the identification and matching of opportunities with resources and capabilities that are available within the participant's network and beyond.</li></ul>

# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Entrepreneurship and Globalisation</b></p> <p>This subject is designed to expand participant's understanding of the role of entrepreneurs in global business development. The subject will also examine issues in operating across international borders in a global context.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the concepts of globalisation and strategic international marketing;</li><li>• Discuss the environmental and cultural issues involved in operating across international boundaries and the challenges that confront an entrepreneur in developing global strategic alliances;</li><li>• Demonstrate a high order of skill in analysing the cultural and environmental differences in specific target markets; and</li><li>• Demonstrate creativity and flexibility in developing a working model of an organisation that builds on the opportunities inherent in globalisation, internationalisation of markets and strategic alliances.</li></ul>
<p><b>Franchising</b></p> <p>The subject is designed to provide students with an understanding of the concept of franchising, the clear roles of the franchisee and the franchisor, the viability of franchising as a strategy to gain entry into both the domestic and international market and the financial and legal considerations of franchising.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the concept of franchising and the roles of the franchisor and franchisee;</li><li>• Discuss the legal, marketing, and financial issues involved in a franchise while highlighting the advantages and disadvantages of franchising;</li><li>• Demonstrate a high order of skill in analysing the features of specific franchises and evaluating franchising as an option to gain entry into both the domestic and international markets; and</li><li>• Demonstrate creativity and flexibility in developing a franchise option for a specific product or service within a target market.</li></ul>
<p><b>Strategic Supply Chain Management</b></p> <p>This subject will provide students with knowledge of all facets of supply chains, including their design, implementation and management, and the impact of supply chain networks on competitive strategy and enterprise goals.</p>	<p>On successful completion of the subject, students will be able to:</p> <ul style="list-style-type: none"><li>• Understand the nature and role of the supply chain and strategic supply chain management in delivering customer satisfaction and value in modern physical and virtual business operations;</li><li>• Apply supply chain management concepts to current industry problems;</li><li>• Understand the need for collaboration and trust in the supply chain, and the use of negotiation and relationship management to build and maintain a successful supply chain;</li><li>• Understand the need for strategic alliances in the supply chain;</li><li>• Understand and evaluate the need for supplier integration into all facets of the business including product and service development;</li><li>• Design and improve supply chain networks for competitive advantage; and</li><li>• Understand how to manage risk in the supply chain.</li></ul>

# SUBJECTS

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<p><b>Marketing Communication</b></p> <p>This subject is designed to provide students with an understanding of the role of marketing communication and its various forms including consumer behaviour, creative strategy, media planning and strategy, PR, advertising, personal selling, internet marketing and measuring promotional programme effectiveness.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Understand the role of integrated marketing communication within the overall contribution of marketing management;</li> <li>• Understand consumer behaviours and communication processes;</li> <li>• Establish objectives and budgeting for the promotional programme;</li> <li>• Establish creative strategies;</li> <li>• Plan media strategy, manage direct marketing and marketing on the Internet;</li> <li>• Manage sales promotion;</li> <li>• Manage public relations, publicity and corporate advertising;</li> <li>• Manage personal selling; and</li> <li>• Evaluate the effectiveness of the promotional programme.</li> </ul>
<p><b>New Product Management</b></p> <p>The objective of this subject is to equip students with an understanding of planning for new products, concept generation and evaluation, sales forecasting, design and testing and market testing of products.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Understand the new product development process;</li> <li>• Develop an effective development strategy;</li> <li>• Manage cross-functional teams across the organisation;</li> <li>• Generate and evaluate concepts;</li> <li>• Manage the technical development of a product;</li> <li>• Develop the marketing plan; and</li> <li>• Manage the financial aspects of a project.</li> </ul>
<p><b>Final Project</b></p> <p>The objective of this subject is to enable students to undertake a project which addresses an issue of strategic or functional importance to their organisation or an organisation of their choice. They could use their knowledge as a method of implementing the project and record the process.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Explain the underpinning concepts associated with the focus of the project;</li> <li>• Discuss the focus of, and justification for, the project, the nature of the research methodology chosen, the reasons for the choice of research methodology and the issues involved in using the chosen methodology;</li> <li>• Demonstrate a high order of skill in observation and reflection, data collection, data analysis and synthesis of results; and</li> <li>• Demonstrate creativity and flexibility in documenting the project and the project outcomes, the reflections of the researcher and the learning involved for the researcher and students.</li> </ul>

# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Financial Policy</b></p> <p>The subject is designed to provide participants with an understanding of how an organisation's operational, financing, investment and dividend policy decisions are made. It shows how analytical techniques and models can help in making informed management decisions in the complex financial environment affecting all organisations.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the concepts of asset and financing structures, capital assets, the Capital Asset Pricing Model (CAPM), and current asset management;</li><li>• Discuss the issues involved in financial forecasting, and decision making in relation to capital structure and dividend policy;</li><li>• Demonstrate a high order of skill in analysing the risk/return trade-off of diversification and determining strategies to minimise risks in capital structuring; and</li><li>• Demonstrate creativity and flexibility in monitoring the financial performance of an organisation and evaluating the capital structure needs to underpin different growth scenarios.</li></ul>
<p><b>Financial Markets and Institutions</b></p> <p>The subject is designed to provide participants with a sound knowledge of the functions of financial markets and institutions, the relationship between the financial system and the economy and the skills required to manage financial risks in business. Participants will be expected to develop and enhance knowledge and skills in the area of financial management applied to government, non-profit and entrepreneurial organisations.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the functions of financial markets, financial institutions and financial instruments;</li><li>• Discuss the evolution of financial systems both domestically and internationally and the risks involved in financial markets and financial intermediation;</li><li>• Demonstrate a high order of skill in critically analysing financial instruments, financial markets and financial institutions; and</li><li>• Demonstrate creativity and flexibility in determining the risks involved in a specific investment with a financial institution within a particular financial market.</li></ul>
<p><b>Investment Analysis</b></p> <p>The subject provides an introduction to investment theory, security analysis and portfolio management. The concepts of investment risk, return and diversification are applied to the construction, management and analysis of an investment portfolio.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the concepts of investment portfolio, investment risk, investment return, diversification, asset classes, asset pricing and valuation, active and neutral asset allocation;</li><li>• Discuss the issues involved in determining investment structures and strategies and measuring and evaluating performance of an investment portfolio;</li><li>• Demonstrate a high order of skill in applying analytical techniques and tools for the evaluation of investment portfolios and the risks involved; and</li><li>• Demonstrate creativity, flexibility and sound judgment in designing an investment portfolio to achieve desired investment goals.</li></ul>

# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Project Management</b></p> <p>This subject examines the development, and significance of the concepts and practice of project management in the context of organisational capacity building within the context of organisational learning and action learning.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Critically analyse the concepts and practice of project management as an organisational capacity building process;</li> <li>• Produce appropriate reports of practice of project management as capacity building in organisations; and</li> <li>• Demonstrate the skills of planning and management of projects as organisational capacity building, applications of project management concepts and associated reporting requirements.</li> </ul>
<p><b>Event Management</b></p> <p>The objective of this subject is to introduce participants to the concepts and practice of event management. The subject integrates event management to tourism and hospitality related projects.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Explain the nature of the event industry, its links to tourism and the role of strategic alliances in event management;</li> <li>• Discuss the principles of event management and the strategic, stakeholder and project management issues involved;</li> <li>• Demonstrate a high order of skill in analysis and critical evaluation in reviewing the management of published events; and</li> <li>• Demonstrate creativity and flexibility in developing a proposal for an event for a target organisation that incorporates the principles of event management, integration of marketing and public relations and evaluation strategies.</li> </ul>
<p><b>Strategic Hotel Management Issues</b></p> <p>This subject examines hotel management in the context of organisational and management theory. It provides an overview of the different aspects of managing hotels. The course also emphasises the management issues in hotels and reviews the operation of hotel departments and activities.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Explain the role of the strategic hotel manager;</li> <li>• Discuss the multiplicity of issues involved in managing human resources, food and beverage, finance, marketing, room and housekeeping, engineering and security, within a hotel environment;</li> <li>• Demonstrate a high order of skill in analysis and critical evaluation of specific case studies of hotel management and propose solutions to the issues raised; and</li> <li>• Demonstrate creativity and flexibility in applying a strategic perspective to the effective management of a specific hotel.</li> </ul>

# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Strategic Resort Management Issues</b></p> <p>This subject examines resort management and operations. It provides the difference between operations of a resort to the operations of a hotel. The course also emphasises the recreational issues in resorts and reviews guest activity planning in resorts.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"><li>• Explain the different types of resorts, the future of resorts and implications for resort management;</li><li>• Discuss the issues involved in developing and managing recreational amenities and activity/education programs and in resort marketing and operations management;</li><li>• Demonstrate a high order of skill in analysing and critically evaluating resort management practices in a variety of organisations; and</li><li>• Demonstrate creativity and flexibility in applying the concept and practices of effective resort management to a specific resort.</li></ul>
<p><b>Integrated Logistics Management</b></p> <p>The purpose of this subject is to provide students with concepts and skills in integrated logistics management within the supply chain. It builds on knowledge and skills from operations management and strategic marketing and provides opportunity to advance students' understanding of the logistics of physical and virtual business systems in manufacturing and service organisations.</p>	<p>On successful completion of the subject, participants will be able to:</p> <ul style="list-style-type: none"><li>• Understand the nature and role of logistics and logistics management in modern business operations;</li><li>• Apply logistics management concepts to current industry problems;</li><li>• Establish logistics objectives for an organisation and plan for their accomplishment;</li><li>• Measure logistics performance operationally, financially and socially;</li><li>• Design and improve logistics networks for competitive advantage;</li><li>• Understand the relationship between logistics and virtual business and supply systems;</li><li>• Understand, analyse and solve problems associated with supply chain inventory, transportation, warehousing and materials handling; and</li><li>• Understand the need for operational integration of the local and global logistics network.</li></ul>

# SUBJECTS

SUBJECTS	OUTCOMES
<p><b>Strategic Human Resource Development</b></p> <p>The subject is designed to provide participants with a specific focus on Human Resource Development that links the practice of HRD to organisational strategy and concentrates on building performance capability through learning interventions.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Understand the potential contribution of Human Resource Development (HRD) to organisation strategy development and implementation;</li> <li>• Justify the development of a strategic approach to HRD;</li> <li>• Apply the necessary skills to design, implement and evaluate training interventions to meet strategic organisational needs;</li> <li>• Demonstrate an understanding of the theoretical foundations of strategic HRD practice;</li> <li>• Identify and analyse best practice in strategic HRD; and</li> <li>• Make a real contribution to organisational knowledge creation and capacity building.</li> </ul>
<p><b>Performance Management</b></p> <p>The subject is designed to provide participants with an understanding of performance management processes and systems and the linkage between performance management and organisational strategies and goals. It integrates the discussion of performance management with related processes such as coaching, employee development and reward systems.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Understand the potential contribution of performance management to organisation strategy implementation and evaluation;</li> <li>• Design a performance management system aligned with the organisation’s strategic goals;</li> <li>• Define and measure performance;</li> <li>• Implement, manage and evaluate a performance management system;</li> <li>• Understand and implement a 360-degree Feedback System;</li> <li>• Make a real contribution to the organisation by coaching and developing employees for improved performance;</li> <li>• Understand, design and evaluate reward systems;</li> <li>• Effectively assess and manage team performance.</li> </ul>
<p><b>Succession Planning</b></p> <p>The subject is designed to provide participants with an understanding of the need for succession planning and to learn how to justify, develop and maintain a succession planning and management system.</p>	<p>A student who successfully completes this subject is able to:</p> <ul style="list-style-type: none"> <li>• Understand the need for succession planning;</li> <li>• Justify the development of a succession planning and management system for their organisation;</li> <li>• Identify competencies and clarify values for both planning and managing a succession program;</li> <li>• Plan for and quickly fill crucial vacancies at all levels from top management to sales, administrative, technical, and production positions;</li> <li>• Develop and retain top talent, building and preserving their organisation’s intellectual capital;</li> <li>• Assess current needs and future resources for seamless succession planning; and</li> <li>• Use online and other technology tools to organise and implement succession planning and management programs.</li> </ul>

# PRACTICAL INFORMATION

## **Starting dates (face to face delivery)**

Planned intakes for the coming year will commence on the following dates:

November 2010

March 2011

For further information regarding course and exam dates, please contact the Course Advisor - Adelaide Campus (08 8212 8111).

## **Monthly entry (Distance Learning)**

Distance Learning students can enter the MBA programme in any month. Finishing the programme over 12 months with a particular specialisation may depend on subject availability. The Course Advisor can provide further details.

## **Switch to our MBA**

If you have begun an MBA (or Graduate Certificate or Graduate Diploma) at another institution/university and would like to transfer to the 12 Month MBA, you may be able to get exemptions and a fee reduction on a subject-for-subject basis. Simply contact the Course Advisor, who will take you through the exemption and application process.

## **Location, Facilities and Resources**

Housed in a beautiful heritage listed building in the heart of Adelaide, GLG's campus is a rich mixture of 1900's architecture, old English wood, high ceilings, and custom-sized learning and research rooms.

GLG provides use of a specialised resource library, fully wireless network with cutting-edge high speed internet, and the latest computer technology, to further add to a unique learning environment conducive to the development of future business leaders. All students are also given access to ProQuest, an extensive digital library.

## **e-study group**

In between classes, students are encouraged to visit and discuss relevant course issues in an online forum provided. Distance Learning students from around the world will also have use of this forum, resulting in global networking and interaction of like-minded peers undertaking the same course. Your subject facilitator will also visit the forum to contribute valuable information and answer recurring questions.

Your facilitator may upload additional material to the forum to further enhance your learning experience.

## **Annual Graduation**

Towards the end of every calendar year, GLG holds its graduation in Adelaide. All local, national and international graduates are invited to attend with guests. The ceremony is also attended by faculty, academic and advisory board members, and high profile guests.

“  
INTERACTIVE  
WORKSHOPS  
ENABLE YOU  
TO LEARN  
FROM OTHER  
EXECUTIVES  
”

# PRACTICAL INFORMATION

## Assessment

AIBA's emphasis on application as well as the related theory in each area of business is reflected through its unique assessment strategy for the 12 Month MBA:

- For each subject (other than the Final Project)
  - One open book examination (80%); and
  - One assignment (20%)
- For the Final Project, depending on their specialisation, students will undertake a project which addresses an issue of strategic or functional importance to an organisation of their choice.

Students who fail to achieve a pass mark (50%) or above in the examination will be given the chance to re-sit the examination, during the re-examination period once the course has concluded.

## Attendance - face to face delivery

For each of the 12 subjects (delivered one subject per month), students will be required to attend just one weekend per month (Saturday and Sunday from 9am-5.30pm) of interactive tutorials. Directed readings will also be provided as a supplement. A refresher day will be held mid way through each subject to help students revise for the assessment and generally grasp the more complex concepts.

Distance Learning students do not attend workshops but can achieve interaction with the facilitator and students via the e-study group. However, this is dependant on individual students' contribution.

## Study Load

Although the study time required to grasp the core concepts of the course will vary between students, our Academics advise that 22-25 study hours per week (excluding class contact) should produce a good result.

Distance Learning students should commit 25-30 hours per week to study.

## Study Support

Shortly before the commencing the course, students will be invited to join a study skills seminar. The purpose of this seminar is to (re)introduce students to academic study protocols such as referencing, researching, writing protocols, and examination preparation and general study techniques.

Distance Learning students will receive a study skills manual upon enrolment.

# ENTRY REQUIREMENTS

“  
AIBA IS  
ACCREDITED  
UNDER THE  
AQF JUST LIKE  
AUSTRALIAN  
UNIVERSITIES”

Applicants who wish to undertake the MBA Course must satisfy the following minimum entry criteria for the first stage of the Course

The applicant must have either:

(i) a qualification deemed equivalent to an Australian Bachelors degree, preferably with some professional practice; **or**

(ii) a qualification deemed equivalent to an Australian Advanced Diploma with at least 3 years relevant work experience; **or**

(iii) a minimum of 3 years managerial experience deemed acceptable by GLG's Registrar.

# COURSE FEES

## PAYMENT MODES

Payments can be made by direct debit, credit card, cheque or bank transfer.

## Deferred student loan scheme

Study now and pay later through the National Australia Bank Tertiary Student Package Deferred Repayment Loan. This innovative deferred loan scheme lets you borrow the course fees and only requires repayment to begin once the course has been completed. There is no application or monthly service fee, and the loan can be paid off over three years following graduation. Full details can be found by visiting this website - [http://www.national.com.au/Personal\\_Finance/0,,9113,00.html](http://www.national.com.au/Personal_Finance/0,,9113,00.html).

Contact NAB via the details below, with reference to the Tertiary Student Package Deferred Repayment Loan.

Customer Service Manager,  
Adelaide Office Ground Level,  
22 King William St, Adelaide SA 5000  
Tel: +61 (0) 8 84076510  
Fax: +61 (0) 8 84076242

## Tax

If you have been accepted into the course, you may be able to obtain a tax deduction of your course fees as a self education expense. Please visit: <http://www.ato.gov.au/individuals/content.asp?doc=/content/18843.htm> for more information, and consult your accountant.

	PRICE	CONDITIONS
<b>Application Fee</b>	\$100	<ul style="list-style-type: none"> <li>This non refundable fee must be paid when the application is submitted.</li> </ul>
<b>Face to Face Delivery</b>		
• Up Front Fee	\$15,000	<ul style="list-style-type: none"> <li>Up Front Fee is only valid for applicants paying the total MBA course fee up-front.</li> </ul>
• Instalment Fee	\$22,000	<ul style="list-style-type: none"> <li>Fees do not include textbooks.</li> <li>Contact the Course Advisor for instalment payment details.</li> </ul>
<b>Distance Learning</b>		
• Up Front Fee	\$10,000	<ul style="list-style-type: none"> <li>Up Front Fee is only valid for applicants paying the total MBA course fee up-front.</li> </ul>
• Instalment Fee	\$15,000	<ul style="list-style-type: none"> <li>Fees do not include textbooks, invigilator charges or material postage costs.</li> <li>Contact the Course Advisor for instalment payment details.</li> </ul>
<b>Re-Examination Fee</b>	\$250 per subject	<ul style="list-style-type: none"> <li>Refer to the Assessment Policy for Examinations in the Student Handbook.</li> </ul>
<b>Deferment Fee</b>	\$100 per subject	<ul style="list-style-type: none"> <li>Refer to the Deferral Policy in the Student Handbook.</li> </ul>
<b>Subject Exemption Fee</b>	\$350 per subject	<ul style="list-style-type: none"> <li>Maximum of 6 subjects.</li> </ul>

“ ONE OF THE MOST AFFORDABLE AUSTRALIAN MBA PROGRAMMES ”

## INDUSTRY AND ALUMNI

A woman in a dark pinstriped suit and a yellow turtleneck is smiling and looking at a brochure she is holding. She is in a hallway with other people in the background, including a woman in a black blazer and glasses walking away. The lighting is warm and indoor.

AIBA has developed links with local organisations that support the 12 Month MBA and are committed to informing their members and stakeholders about the programme.

These supporters are also involved in networking opportunities, facilitated by AIBA, that benefit both the supporters and MBA students.

The 12 Month MBA industry network is an evolving feature and benefit of the 12 Month MBA programme and students are encouraged to take advantage of access to this network in order to progress strategic partnership and business opportunities as they arise.

### **ALUMNI**

The alumni comprises of an extensive global network which brings together industry professionals with a wide range of life experiences and backgrounds. Alumni create a platform from which to connect with fellow AIBA graduates.

# TESTIMONIALS

## WHAT OUR STUDENTS SAY

Here is what some of our students and graduates had to say about the 12 Month MBA and our MBA course being delivered through centres around the world.

"I am grateful to all the staff at Gibaran for a thoroughly enjoyable and invaluable experience. My career has since progressed to levels I thought unachievable not so long ago. Professionally, I am far better equipped to meet the challenges of the work place and the networks I have formed have proved to be of great value as well, both professionally and socially."  
*Clayton Whitehead, General Manager, Building Erectors Pty Ltd.*



"After selling Youthworks in 2005, the strategic thinking skills that I have learned in my MBA have assisted me in re-launching the business in 2007. "  
*- Martin Haese  
Managing Director Retail IQ  
Founder of Youthworks*

"The MBA is the most valuable business resource I have attained - It's incredible. I am really satisfied with my MBA qualification and it was exactly what our business had been lacking and needed. I have seen amazing results already in the way the Business has performed. The structure of the MBA was very comprehensive and to be honest, the services of the people I dealt with were great. Everything was above and beyond what I expected."  
*Graeme Hedges,  
Hedges Asset Planning  
- Senior Financial Planner*

"I feel motivated after this programme and am confident that I can bring my business to greater heights by applying the invaluable knowledge which I've gained. Excellent programme if you are looking at something practical and not just 'textbook-based'." - *Eugene Santa Mari*

## TESTIMONIALS

# WHAT OUR STUDENTS SAY

"The expertise I obtained through this Entrepreneurial MBA has sharpened my focus, deepened my faith, heightened my expectations, lengthened my staying power and helped enhance my skills as an intrapreneur in the corporate setting." - *Jason Tang*

"This MBA has been greatly reflective of my real-life experiences. A truly valuable and enriching experience." - *Chong Kum Hong*

"The intense 12 month format and the content covered have significantly increased my capacity to implement organisational development strategies for clients, enabling them to quickly respond to challenges faced in the current environment." - *Tom Sanderson*  
*Stillwell Management Consultants, Senior Management Consultant*

"I am now two steps ahead of others in terms of knowledge and handling of business matters. Moreover I am confident of taking on duties and responsibilities on behalf of the company which I previously avoided." - *Oliver Chong*



"The MBA adds more credibility when doing business overseas." - *Wendy Kennedy CEO, Eword Development Pty Ltd*

"Access to various staff at Gibaran has been extremely prompt and helpful. I often ask questions and get feedback from the student administration team and study supervisors. I also find the Pro-quest online library and student forum, a great way to access materials, ideas and tips from other staff, students and from the lecturers of my course." *Sarah Lance, Biodiversity Program Leader, South Australian Murray Darling Basin Natural Resources Management Board.*

# TESTIMONIALS

## WHAT OUR STUDENTS SAY



"I am a 23 year old manager looking to fast-track my career. At 24 I'll have an MBA, credibility, and be a more dynamic leader."

- *Amanda Grocock*  
*Casual Mall Leasing Manager*  
*Centro Properties Group*

"Taking up the MBA programme has indeed allowed me to acquire more knowledge, thereby allowing me to apply what I have learnt in the real world. I have also benefited through the experiences of others, of classmates, of lecturers, via interaction and networking with them in class as well as outside of the classrooms." - *Lim Ruoxin*



"This MBA maintains the closest link between theory and practice. I will be a better manager once I graduate."

- *Brett Buckley*  
*General Manager*  
*Eastern Waste Management Authority Inc.*

"The MBA has indeed given me a clear and structured insight as to how businesses are run effectively. I have certainly applied the principles and concepts I learnt to better manage my business. It is a programme I am certain would be of great value to all who embark on it." - *Edwin Lee*

"I looked at a number of potential MBA programmes, but [this MBA] programme offered the entrepreneurial edge that is missing in most MBAs. Setting up a new software company in Asia is tough enough, but it's been made a lot easier with this programme and the support offered..." - *Mark Cranley*

COME AND  
**VISIT US**



We believe there's only so much you can find out from a brochure. Please contact us via phone or email or come and visit us to find out more. Starting dates and course scheduling information is available through the Course Advisor.

We look forward to hearing from you.

#### **Contact information**

Course Advisor - Adelaide Campus  
T. 08 8212 8111  
F. 08 8212 0032  
E. [aiba@gibaran.edu.au](mailto:aiba@gibaran.edu.au)  
W. [www.12monthmba.com.au](http://www.12monthmba.com.au)

Entry criteria, fees, assessment methods and services are correct at time of printing. Gibaran Learning Group and AIBA reserve the right to alter the details without prior notice. May 2010.