ICL
GRADUATE BUSINESS SCHOOL

PROGRAMME HANDBOOK

MASTER OF MANAGEMENT &
MASTER OF MANAGEMENT BY THESIS

Level 9

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NZQA-Accredited Provider
ICL Graduate Business School is part of ICL Education Group, MoE No. 7548

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ICL GRADUATE BUSINESS SCHOOL PROGRAMMES

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

LEVEL 9	Master of Management
	Master of Management by Thesis
	Master of Management (Healthcare)
	Master of Management (Marketing)
	Master of Management (Project Management)
	Master of Management (Construction Project Management)
	Master of Management (Supply Chain and Logistics Management)
	Master of Business Informatics
	Master of Business Informatics by Thesis
LEVEL 8	Postgraduate Diploma in Business
	Postgraduate Diploma in Business Informatics
LEVEL 7	Graduate Diploma in Teaching (Early Childhood Education)
	Graduate Diploma in Business (International Business Innovation)
	Graduate Diploma in Business (International Hospitality Management)
	Graduate Diploma in Business (International Tourism Management)
	Bachelor of Business Information Systems
	Bachelor of Business Information Systems (Healthcare)
LEVEL 5	New Zealand Diploma in Business

MANAGEMENT TEAM

Chief Executive Officer	Gordon Bobin
Academic Director	Dr Paula Ray

MASTER OF MANAGEMENT — MM LEVEL 9

PROGRAMME FOCUS

The aim of this programme is to enable experienced professionals and graduates seeking advanced managerial capability to critically examine management theories and practices and to undertake applied research so that they can:

- Develop advanced strategic leadership and management capabilities to lead organisational transformation in complex and dynamic environments; and
- Develop high-level skills and knowledge for leading, managing and transforming organisations within an environment of ubiquitous and continuous change; and
- Apply this knowledge and these skills to contemporary organisations specialising with particular emphasis in the area of Project Management 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 a changing environment.
3. Analyse, synthesise 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.

Many of the skills and knowledge are transferable across many industries, both nationally and globally, with the added advantage that graduates bring a level of cross-cultural and international knowledge that is valuable in an export-oriented economy such as Aotearoa New Zealand.

PROGRAMME STRUCTURE AND DURATION

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

The Master of Management is an 180-credit, full-time programme designed for completion over four 16-week trimesters (or 16 months). The total length is 68 weeks, including four weeks' holiday. Full-time students will study up to three papers per trimester.

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

Background	Level 7 Undergraduate Degree/Graduate Diploma or Level 8 Postgraduate Diploma in a business-related field.

TRIMESTER (16 WEEKS)	MM LEVEL 9 PROGRAMME STRUCTURE*			
	PAPERS		LEVEL	CREDITS
1	8230	Organisational Behaviour	8	15
	8281	Business Professionalism	8	15
	8260	Business Transformation	8	15
2	8271	Māori Business Leadership Models	8	15
	9201	Global Business Management	9	15
	9203	Project Management	9	15
3	8542	Research Methods	8	15
	9230	Leading and Managing People	9	15
3 / 4	9537	Applied Project	9	60

*Subject to change without notice.

Further Studies	Level 10 Doctorate Degree

For the accelerated (express) delivery option, the programme will be delivered full-time over three 16- week trimesters (or 12 months). The total length is 48 weeks, including three weeks' holiday. Full-time students will study up to four papers per trimester.

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

Background	Level 7 Undergraduate Degree/Graduate Diploma or Level 8 Postgraduate Diploma in a related field.

TRIMESTER (16 WEEKS)	MM (EXPRESS) LEVEL 9 PROGRAMME STRUCTURE*			
	PAPERS		LEVEL	CREDITS
1	8230	Organisational Behaviour	8	15
	8281	Business Professionalism	8	15
	8260	Business Transformation	8	15
	8271	Māori Business Leadership Models	8	15
2	9201	Global Business Management	9	15
	9203	Project Management	9	15
	9230	Leading and Managing People	9	15
	8542	Research Methods	8	15
3	9537	Applied Project	9	60

*Subject to change without notice.

Further Studies	Level 10 Doctorate Degree

ADMISSION REQUIREMENTS

Applicants for the Master of Management must provide the following:

- A completed application form.
- Original transcripts showing a Bachelor's degree or a Graduate Diploma in a business-related field from a recognised institution, including full transcripts, or evidence of acquiring the relevant skills and knowledge through appropriate work or professional experience in business studies-related areas. Scanned PDF documents will be sufficient to progress the application, but original documents may be required on arrival at ICL Graduate Business School. Failure to provide original documents may result in the cancellation of the enrolment.
- For international students, academic IELTS with a minimum score of 6.5 overall (with no band score lower than 6.0 and gained within the past two years in one examination), or any other equivalent approved by NZQA.
- Credit transfer or RPL (Recognition of Prior Learning) of up to 50% of the total credits, i.e. up to 90 of the 190 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, be attached to the application explaining why they believe they should study on the programme, their motivations and further aspirations.

PAPER OUTLINES

Students will be provided with a paper outline for each paper they take at the start of the trimester. 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.

For the 9537 Applied Project paper, students must complete all required papers and meet the specified progression requirements as detailed in the programme regulations before they can enrol in the paper.

8230 - ORGANISATIONAL BEHAVIOUR (LEVEL 8) - 15 CREDITS

This paper introduces students to work and worker behaviour; behaviour at work; group and organisational behaviour; links between behaviour and organisational 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.

8260 - BUSINESS TRANSFORMATION (LEVEL 8) - 15 CREDITS

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, blockchain, robotics and automation are evaluated. Transformation models such as continuous development and agile strategy are analysed.

8281 - BUSINESS PROFESSIONALISM (LEVEL 8) - 15 CREDITS

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.

8271 - MĀORI LEADERSHIP MODELS (LEVEL 8) - 15 CREDITS

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

9201 - GLOBAL BUSINESS MANAGEMENT (LEVEL 9) - 15 CREDITS

This paper allows students to examine the (additional) challenges confronting the global business manager. Firstly, it explores the vibrant dynamic global business environment and the opportunities and threats posed by operating in a global environment, notably in the political economy and culture. Then it turns to the development of global business strategy, addressing strategic management, entry strategies, organizational design and the functional areas of marketing, finances and human resources management.

9203 - PROJECT MANAGEMENT (LEVEL 9) - 15 CREDITS

This paper is designed to develop students' understanding of the principles of project management from a managerial perspective in an organisational 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.

9030 - LEADING AND MANAGING PEOPLE (LEVEL 9) - 15 CREDITS

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 student's own approach to leading and managing as two separate but interrelated skill sets.

8542 - RESEARCH METHODS (LEVEL 8) - 15 CREDITS

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

9537 - APPLIED PROJECT (LEVEL 9) - 60 CREDITS

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.

MASTER OF MANAGEMENT BY THESIS
MMT LEVEL 9

PROGRAMME FOCUS

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

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

The **Master of Management by Thesis** builds on prior postgraduate studies at Level 8 in business or related fields. It is also suitable for those with a Level 8 qualification in any field, provided they have at least 3 years of relevant managerial and practical experience.

This programme emphasises mastery of theoretical concepts in management, making it ideal for learners who intend to pursue doctoral studies or an academic career. Successful graduates will be well-prepared to enter doctoral programmes in New Zealand and internationally.

Students will learn to identify problems or challenges within a specialised field — whether in management, business, commerce, business information, or enterprise innovation — and develop a research project that addresses gaps in the existing literature.

OUTCOMES

Graduates of the Master of Management by Thesis 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 a changing environment.
3. Analyse, synthesise 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.

PROGRAMME STRUCTURE AND DURATION

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

Students will take two papers, "Research Methods" and one elective paper, in their first trimester. Each paper (except 9550 Thesis) 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 will take two 15-credit papers the first trimester and, in the final two trimesters, will only study the 9550 Thesis paper (equivalent to six 15-credit papers) with meetings with an allocated supervisor scheduled regularly throughout the trimesters. Students are also expected to study independently for more than five hours per paper per week.

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 by Thesis within one calendar year of full-time study.

Background	Postgraduate Diploma, Masters Degree, or other NQF Level 8 qualification in a business-related field or any subject combined with a minimum of 3 years of managerial and practical experience.

TRIMESTER (16 WEEKS)	MMT LEVEL 9 PROGRAMME STRUCTURE*			
	PAPERS		LEVEL	CREDITS
1	8542	Research Methods	8	15
		Any paper from the MM, PGDB, MBI, or PGDBI papers offered at the time of enrolment that aligns with the student's research interests.		15
2	9550	Thesis	9	90
3				

*Subject to change without notice.

Further Studies	Level 10 Doctorate Degree

ADMISSION REQUIREMENTS

Applicants for the Master of Management by Thesis must provide the following:

- A completed application form.
- Original transcripts showing a Master's degree, Postgraduate Diploma, or other NQF Level 8 qualification in a business-related subject from a recognised institution, including full transcripts; Or
- Original transcripts showing a Master's degree, Postgraduate Diploma, or other NQF Level 8 qualification in any subject from a recognised institution, including full transcripts, combined with a minimum of 3 years of relevant managerial and practical experience. Scanned PDF documents 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, academic IELTS with a minimum score of 6.5 overall (with no band score lower than 6.0 and gained within the past two years in one examination), or any other equivalent approved by NZQA.

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

PAPER OUTLINES

Students will be provided with a paper outline for each paper they take at the start of the trimester. 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.

8542 - RESEARCH METHODS (LEVEL 8) - 15 CREDITS

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

TBD - ELECTIVE PAPER (LEVEL 8 OR 9) - 15 CREDITS

Any paper from the MM, PGDB, MBI, or PGDBI papers offered at the time of enrolment that aligns with the student's research interests.

9550 - THESIS (LEVEL 9) - 90 CREDITS

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.

ASSESSMENT GRADES

GRADE	% MARK RANGE	DEFINITION
A+	90-100	Pass with Distinction
A	85-89	
A-	80-84	
B+	75-79	
B	70-74	
B-	65-69	
C+	60-64	
C	55-59	
C-	50-54	Pass
D	40-49	Fail
E	0-39	Clear Fail
DNS		Did Not Submit an Assessment
W		Withdrawn from Course/Programme
NC		Did not Complete the Course
CC		Cross-Credit
CT		Credit Transfer
RPL		Recognition of Prior Learning

Students are required to achieve 50% overall for each paper. Where group work is included in an assessment, individual contributions will be peer-evaluated and confirmed by the Lecturer.

CREDIT RECOGNITION

ICL recognises prior learning achieved within formal settings. Prior learning is understood to constitute formal learning, which is a 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 organisation or another accredited tertiary education organisation, 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 organisation or another accredited tertiary education organisation.

- **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 the learning outcomes of a qualification. Prior learning is matched with the learning outcomes of ICL papers at the same level and the same credit value as the proposed programme in which the student wishes to be enrolled.

Any credit can be awarded to whole ICL papers only and up to a maximum of 90 credits, i.e. 50% of the 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 the reasons for 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.

REQUIRED TEXTBOOKS

Students will be provided with 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

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

PLAGIARISM

ACADEMIC DISHONESTY AND PLAGIARISM POLICY PRINCIPLE

The principle to be applied is that no student shall obtain, or attempt to obtain, an advantage in assessment through unfair or improper means. Any such attempts shall be deemed to be in contravention of the regulations governing ICL's academic qualifications and subject to disciplinary action.

LIBRARY AND PROQUEST

Student Support Staff member will explain how our lending library system works. All ICL Business students have access to the joint ICL library. Ask for support and assistance with finding information and completing assignments.

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.

AI USAGE POLICY FOR STUDENTS

Artificial Intelligence (AI) tools are designed to provide answers to a wide range of questions. They have the potential to enhance students' learning experience and support educators' teaching capabilities. However, it is important to recognise the limitations and ethical considerations of using such tools in a tertiary educational setting.

PURPOSE

Artificial Intelligence (AI) tools are designed to provide answers to a wide range of questions. They have the potential to enhance students' learning experience and support educators' teaching capabilities. However, it is important to recognise the limitations and ethical considerations of using such tools in a tertiary educational setting.

PRINCIPLES

1. AI should be used as a supplementary tool for learning and not as a substitute for assessment writing. It is essential to remember that AI tools cannot replace human thinking and expertise.
2. AI tools should be used with caution and critical thinking, as they may not always provide accurate or appropriate information or responses. Students should critically evaluate the reliability and validity of responses and seek clarification or additional information when necessary.

3. AI tools should be used ethically and responsibly, respecting the privacy and dignity of others, including confidential information about ICL, and avoiding topics that are illegal, harmful, or offensive.
4. Any misuse or abuse of AI tools will not be tolerated and could result in disciplinary action.
5. AI should be used with attribution and citation by acknowledging the source to make it 'authentic' content. Failure to do this would make the content 'inauthentic'. In other words, students should give credit to the AI tools when using their responses in their work.
6. Any academic misconduct, as specified in the ICL Assessment Policy, is extended to the misuse or abuse of AI tools.

USE OF AI BY STUDENTS

Indicative acceptable uses:

- Using AI as a search engine replacement.
- Using AI for structural scaffolding to organise thinking without touching the intellectual content.
- Using AI as a debugging partner or correcting language and grammar in real time.
- Using AI as an always-available tutor.
- Using AI to fill in knowledge gaps.

Indicative unacceptable uses:

- Using AI as a production accelerator, or using AI to write an assessment.
- Submitting AI-generated work as their own without meaningful review, editing, and appropriate acknowledgement.
- Using AI to complete an assessment where AI use is not permitted.
- Using AI to create, change, or fabricate references, sources, evidence, data, case studies, or quotations.

HOW TO REFERENCE?

If you use an AI tool in any of the acceptable ways, please acknowledge it by providing an in-text citation and reference using the APA 7th format.

Format for referencing:
Author. (Year of version). Name of model (version number) [Description]. Website name. https://xyz

Example:
Google. (2026). Gemini (3.5 Flash) [Large Language Model]. https://gemini.google.com

Please note: When the author and the website name are the same, mention it only once as 'author'.

Format for in-text citation:
(Author, year of version)

Examples:
(Google, 2026) or Google (2026)....

NOTIFICATION OF RESULTS AND CERTIFICATION

Student results are released after assessments have been moderated and results approved by the Programme Committee and ratified by the Academic Board. You will be notified of your results via your ICL email address. Upon successful graduation from this programme, you will be awarded a certificate with an academic transcript.

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** or to our website icl.ac.nz