

**Associate Professor Peter John Miller**

**Graduate College of Management**

**Southern Cross University**

**Curriculum Vitae**

## ACADEMIC QUALIFICATIONS

- 1998                      PhD Southern Cross University. Thesis title 'The effectiveness of competency based management development and the relationship between individual and business performance'.
- 1992                      Master of Business Degree, University of New England - Northern Rivers. Thesis title 'The effect of privatisation on frontline managerial competencies'.
- 1985                      Bachelor of Business Degree with Distinction. Majors (and sub majors) in Economics, Industrial Relations & Public Administration, University of Technology, Sydney.  
Awarded University Medal.
- 1978                      Accountancy Certificate (TAFE).

## BRIEF EMPLOYMENT HISTORY

### a. University Management Experience

- March 2000  
To Dec 2004**                      Managing Director, Southern Cross Human Resource Development P/L - Southern Cross University's Subsidiary Education and Training Company (RTO).
- July 1996 to  
December, 1996**                      Acting Dean, Faculty of Education, Work and Training. The Faculty of Education, Work and Training was the largest of 6 Faculties at the then University with 998 EFTSU DEETYA funded places, 60/40 CIP places, industry program students and additional fee paying post graduate student programs. Programs included both undergraduate, postgraduate coursework and research at Certificate, Diploma, Masters level and PhD at two main campuses - Lismore and Coffs Harbour. Annual operating expenditure approximately \$5.2M (not including Faculty administered research funds and project funds held outside the Faculty budget). Approximately 150 academic staff (40 full-time and 110 part-time) and 15 general staff.
- July 1993 to  
May 1996**                      Associate Dean, Faculty of Education, Work and Training. SCU.
- August 1992 to  
March 1993**                      Acting Head of Centre, Centre for Work and Training, SCU.

### b. Teaching experience

- January 2004  
to present**                      Associate Professor, Human Resource Development, Southern Cross University.
- February 1991  
to December 2003**                      Lecturer/Senior Lecturer, Human Resource Development, Southern Cross University.
- July 1991 to  
December 1993**                      Part-time Teacher, Lismore College of Technical and Further Education.
- February 1987 to  
November 1988**                      Part-time Lecturer, University of Technology, Sydney.

### **c. Industrial Experience**

- Prior to appointment at the University I had 18 years industrial experience.
- Senior manager with a large public mining company (Newcrest Australia Ltd).
- Industrial advocate and organisational analyst within New South Wales Government organisations.
- 14 years of management experience in both the private and public sectors (the latter 9 years in senior management positions).

## **COURSE CO-ORDINATION AND ACADEMIC LEADERSHIP RESPONSIBILITIES AT SCU**

In terms of academic leadership, I have chaired numerous committees and undertaken the role of course co-ordinator (or Director) for a number of academic programs. The more significant of these include:

- Acting Director – International Centre for Professional Doctorates (DBA, EdD, DIP) – Graduate College of Management – January 2008 to present.
- Convenor – SCU Designated Area of Research Strength for Change, Innovation and Organisational Development – June 2003 to present.
- Director of Post Graduate Studies and Research GCM from July 2005 to present.
- Member - Tweed Gold Coast Ethics Sub Committee from ???? to present
- Director - Doctor of Business Administration program – Graduate College of Management – January 2004 to December, 2007.
- Assistant Course Co-ordinator Tweed Bachelor of Social Science 2003 – March 2004
- Course Co-ordinator Bachelor of Management and Professional Studies program – 2002
- Course Co-ordinator Bachelor of Business Administration program 2000 – March 2004
- Director of Post Graduate Studies and Research SaWD from 2000 to 2001
- Director of Post Graduate Coursework SaWD in 2000
- Deputy Chair of the College of Industry and Professional Education Board (CIPE) (a sub-committee of academic board) 1999 and continued to Chair this College until 10 July, 2001.
- Course Co-ordinator Bachelor of Social Science Honours program 1997
- Course Co-ordinator Bachelor of Social Science (generic) program 1994 - 1995
- Course Co-ordinator Bachelor of Social Science (HRD) program 1992 - 1993

## **TEACHING EXPERIENCE**

### **a. Teaching Experience:**

#### **Experience in supervision of higher degree research candidates**

#### **Summary**

Doctoral completions	11
Masters completions	8
Honours completions	3

#### **Doctoral Supervision – Completions**

2008 - Roslyn Cameron PhD - Topic: Adult learning and career transitions: Development of a lifelong learning model for engagement, transitions and recognition - (under examination). Sole supervisor.

2008 – Leone Cameron PhD - Topic: Selection and recruitment in small business enterprises- (under

examination). Sole supervisor.

2007 - Dorothea Maria Bogaarts DBA – Thesis title: Learning organization principles as practised in Dutch organizations: A case study approach. Supervisor with Professor Teo.

2007 - Kitiya Thassanabanjong DBA – Thesis title: An investigation of training activities in Thai family owned small businesses. Sole supervisor.

2007 - Thanakon Ratchatakulpat DBA – Thesis title: Uncovering buyer behaviour: Factors influencing the purchasing of residential property in Australia. Sole supervisor.

2006 - Nanadana Devi Ranasinghe DBA Thesis title: Continuous improvement in aged care. Sole supervisor.

2003 - Fay Hui-Chun Yu DBA Thesis title: The work characteristics and preferred management styles of baby boomers and the X generation compared in different cultural contexts. Sole supervisor.

2003 - Daz Gauld DBA Thesis title: The relationship between a trainer's qualifications, characteristics, and their effectiveness. Sole supervisor.

2003 - Desmond Yen DBA Thesis title: Linking Quality Outcomes to the Managerial Practices of Australian Health Care Organisations. Sole supervisor.

2002 - Tibrat Sangroengrob DBA Thesis title: Impacts of Downsizing: being a study of the effects of downsizing on survivor employees' commitment to their work effort and its effect on absenteeism - Thailand. Supervision with Professor Neck.

2001 - Lynn Gribble PhD Thesis title: Identifying the underlying psychological constructs underpinning involuntary retrenchment and how outplacement ameliorates these constructs. Sole supervisor.

2001 - Jane Gilmour (PhD Qualifier). Co-supervisor with Dr Jennings.

### **Current Doctoral Supervision**

- Chai-Ching Tan DBA - Topic: Systemic organisational learning: Approaches to performance measurement systems
- Ken Lovell DBA – Topic: Strategic HRM. Sole supervisor.
- Allan Sheppard PhD – Topic Storytelling as a means of creating culture change – sole supervisor
- Christina Lucy Milne PhD - Topic: Business to Not-for-Profit relationships - sole supervisor
- Suzanne Vucurovic DBA - Topic: Educational leadership - sole supervisor
- Rana Manning PhD - The measurement of climate in organisations (with Professor Phil Neck)
- Karen Long PhD - Women in HR in major global organisations
- Karen Lamkin PhD – Topic: VET sector human resource development
- Wendy Scott DBA – Topic: Organisational change and culture
- Paul Rimington PhD – Topic Sales (with Dr McMurray)

### **Masters (dissertation) Supervision - Completions**

- 2004 - Jill Harrison - sole supervisor
- 1999 - Ruth Jaques - sole supervisor
- 1999 - John Wong - sole supervisor
- 1999 - Amanda Leach - sole supervisor

- 1998 - Luke Carroll - sole supervisor
- 1998 - John Tzanis - sole supervisor
- 1997 - Tom Cleary - sole supervisor
- 1997 - Ray Moos - sole supervisor

### **Honours Supervision - Completions**

- 2004 - Martin Robson, First Class. Topic: The use of intuition by leaders - Sole supervisor.
- 2000- Amy Hosie, Second Class, Division 1. Topic: Understanding diversity management: A case study of two Australian universities - Sole supervisor.
- 1999 - Marinka Dunlop, Second Class, Division 1. Topic: An evaluation of online learning - Sole supervisor.

**Recent experience in teaching coursework (undergraduate and postgraduate).** Please note that this teaching involved the preparation of learning modules and in addition to internal teaching, the management of the learning of external and online students.

MNG03217 Leading and Managing People – (MBA unit) – Unit Assessor – 300 students on campus, off campus and international (China, New Guinea, New Zealand and Sarawak). Management of tutor team.

MNG00156 Leadership - (undergraduate unit) – online, on campus at Tweed and Lismore and off campus students. Management of tutor team.

MNG00715 Leadership in the Diverse Organisation - (MBA unit) - Unit Assessor.

MNG00705 Leadership and Teamwork - (postgraduate unit) - Unit Assessor.

MNG03155 Organisational Consulting and Facilitation - (postgraduate unit) - Unit Assessor.

MNG00167 Supervision and Teamwork - (undergraduate unit - online) - Unit Assessor.

EDU00749 Management Education - (postgraduate unit) - Unit Assessor.

Previously teaching units in human resource management/development, organisational studies and various business related units at the undergraduate and post graduate levels.

In addition to the above teaching experience at Southern Cross University, I also have the following teaching experience at other institutions:

<b>July 1991 to December 1993</b>	Part-time Teacher, Lismore College of Technical and Further Education. Teaching industrial relations courses to HRD Diploma students.
<b>February 1987 to November 1988</b>	Part-time Lecturer, University of Technology, Sydney. Teaching management to BBus students.

## **INTERNATIONAL EDITORIAL AND JOURNAL REFEREE APPOINTMENTS AND RESPONSIBILITIES**

Executive Editor, Academic Global Publications, <http://www.academicglobalpublications.com>, 2005 to present

Associate Editor, International Journal of Health & Ageing Management, <http://www.academicglobalpublications.com/ijham/index.htm>, 2006 to present

Editorial Board Member, The International Journal of High Technology Enterprise, <http://www.academicglobalpublications.com/ijhte/index.htm>, 2006 to present

Associate Editor, The International Technology Management Review, <http://www.academicglobalpublications.com/itmr/index.htm>, 2006 to present

Editorial Board Member, Leadership and Organization Development Journal, as book/article reviewer, September, 2003 to present.

Founding Editor, Australasian Journal of Business and Social Inquiry, <http://www.academicglobalpublications.com/ajbsi/index.htm>, 2002 to present.

Editorial Board member, Journal of Workplace Learning, published by MCB press in association with Surrey University UK, <http://www.mcb.co.uk/cgi-bin/journal1/ect>, 1997 to present.

Guest Editor for Journal of Workplace Learning, Vol.14, No. 4, 2002.

Reviewer for Australian Journal of Management & Organisational Behaviour, <http://www.usq.edu.au/faculty/business/departments/hrm/HRMJournal/Welcome.htm>, 2001 to present

Reviewer for Journal of Economic and Social Policy, Collaborative journal of the Centre for Policy Research and SCU, May, 2003 to present.

Reviewer for Academy of Management Journal (JANZAM), August, 2005 to present.

Reviewer for special edition of the Public Management Review Journal, May, 2008.

Convenor and member of SCU Area of Research Strength, Change Innovation and Organisational Development Research (CIODR) August 2003 to present.

## **INVITED SCHOLARLY ADDRESSES**

- Miller, P. 2007, 'How to get published', The Small Enterprise Association of Australia and New Zealand (SEAANZ) Conference Doctoral Colloquium, Thursday 27 September, 2007.
- Miller, P. 2006, 'Demystifying the links between the VET and higher education sectors', Invited presentation and keynote address to the Australian Institute of Training and Development, Annual Conference, The Business of Learning - People, Skills & Technology, November 30 and December 1, Gold Coast.
- Miller, P. 2003, 'Dream Teams 11, 3<sup>rd</sup> Annual Clarence Coffs Harbour Information Forum 2003, NSW Department of Education and Training, Coffs Harbour, 7 August.

- Miller, P. 2003, 'Planning and Process Improvement', 3<sup>rd</sup> Annual Clarence Coffs Harbour Information Forum 2003, NSW Department of Education and Training, Coffs Harbour, 8 August.
- Miller, P. 2002, 'Dream Teams - Do they really exist?' Information Forum 2002, NSW Department of Education and Training, Coffs Harbour, 8-9 August.
- Miller, P. 2001, Keynote address to first Student One conference 'Future Directions for Australia Universities' Southern Cross University, 27 July.
- Miller, P. 2000, 'The knowledge worker and their impact on training and development', Invited presentation and keynote address to the Australian Institute of Training and Development, Annual Conference, November, Noosa.
- Miller, P. 1999, 'Evaluation of training programs and return on investment', Invited presentation and keynote address to the Australian Institute of Training and Development, Annual Conference, November, Noosa.

## **EXAMINER OF DOCTORAL RESEARCH THESES**

University of South Australia  
Newcastle University

Edith Cowan University  
Southern Cross University

University of Southern Queensland

## **CONSULTANCIES**

I have been involved in consultancy with a number of national and other organisations in the areas of management and organisational development including:

- Chiropractic Association of Australia - Board performance evaluation.
- North Coast Radiology - Organisational development projects, Board evaluations, management development programs and general human resources projects.
- Maranoa Homes for the Aged - Organisational development projects, Board evaluations, management development programs and general human resources projects.
- Private Hospitals in New South Wales – Organisational development projects, Board evaluations, management development programs and senior executive team development.
- Department of Defence – Management development programs and train the trainer programs.
- Department of Employment, Education and Training – Management development programs and train the trainer programs.
- Taxation Department - Management development programs and train the trainer programs.
- Child Care Centres – General human resource projects
- NSW BreastScreen – General human resource projects
- Skillshare - Northern Area Region – General human resource projects and management development programs.
- Prices Surveillance Authority – Management development programs.
- Trade Practices Commission – Management development programs.
- Austel – Management development programs.
- Department of Planning – Management development programs.
- Telstra Australia – Management development programs.
- State Sports Centre, Sydney – General human resource projects
- Privacy Committee – General human resource projects
- Greyhound Racing Control Board – General human resource projects
- State Aboriginal Land Council – General human resource projects
- Sydney Opera House – General human resource projects
- Darling Harbour Authority – General human resource projects
- Harness Racing Authority of New South Wales – General human resource projects
- Hurstville Municipal Council, Sydney – General human resource projects

In addition, I have been on the Board of Directors of a number of organisations.

## RESEARCH AND OTHER GRANTS

The following research grants have been awarded:

2007	\$2070 Internal Research Grant, Southern Cross University.
2006	\$2070 Internal Research Grant, Southern Cross University.  \$20,372 Vice Chancellor Strategic Initiatives funding grant (with Associate Professor Allan Ellis) to research 'Expansion of the SCU Professional Doctorates Program'.
2002	\$105,169.91 competitive grant from the Australian Qualification Framework Advisory Board (AQFAB) for a research project on RPL policy and practice in Australia, including the production of cross-sectoral common principles (co-researcher application with Leesa Wheelahan)  *The research from this project won the National 2003 AITD (Australian Institute of Training and Development) Award in the Research Category for outstanding research.
1999	\$50,000 grant by MCB Press limited to encourage the authorship of journal articles by staff at SCU. This grant although made was not expended.
1996	\$100,000 Research Infrastructure Grant with a number of other then Faculty staff (lead by Professor Ortrun Zuber-Skerritt) from the Graduate Research College for establishment of the WoRLD Institute.
1991	\$600 Internal Research Grant - University of New England - Northern Rivers. <i>Motivating with Modules</i> . Joint Grantee with Mr. B. Griffin.

## PUBLICATIONS

### Summary

Books	2
Book chapters	1
International refereed journal articles	12
Refereed conference proceedings	7
National research reports	1
Non refereed journal articles	2
Non refereed conference proceedings	1
Published book reviews	5
Publications in progress	9

## WORK IN PROGRESS

### Books and book chapters

DuBrin, A. and Dalglish, C. and Miller, P., *Leadership: 3rd Asia-Pacific Edition*, John Wiley and Sons, Milton. (contract signed with publisher).

Pace, W., Miller, P. and Stephan, E., 2008 (in print), *Theory L: Approaches to Learning on People, The Optimistic, Positive, Civil Influence of Others*, Marquette Books, Washington.

Miller, P. and Marchant, T., *Exemplary Practitioner Research in Management: Ten Studies from Southern Cross University's DBA program – 2<sup>nd</sup> Edition*, SCU Press (proposal submitted).

Miller, P. and Marchant, T., *Doctoral Research in China – Ten case studies from the land of the dragon*, SCU Press (proposal submitted).

Cameron, R. and Miller, P., *The Application of Mixed Methods in Business Research* (proposal submitted to Sage publishers).

Miller, P. 'Leadership in the Knowledge Economy', in *Creating Value from Knowledge Management: myth or reality: Current Research and Practice in Knowledge Management – An Asia-Pacific Context*, SCU Press, Lismore.

### Refereed journal articles and refereed conference papers

Cameron, R. and Miller, P., A Transitional Model to Assist Those Experiencing Labour Market Disadvantage, *Australian Journal of Career Development*

Ellis, A, Miller, P. and Anderson, A. *Trends in the offering of Doctorate programs in Australia*

Miller, P. "Are HDR supervisors leaders?":

## COMPLETED

### Books

#### Books (A1 Research)

Sankaran, G. and Miller, P. (Eds) 2007, *Exemplary Practitioner Research in Management: Ten*

*Studies from Southern Cross University's DBA Program*, SCU Press, Lismore.

### **Books (A2 – Non-research)**

DuBrin, A. and Dalglish, C. and Miller, P. 2006, *Leadership: 2nd Asia-Pacific Edition*, John Wiley and Sons, Milton.

### **Book chapters (B1 – Research)**

Ranasinghe, D. and Miller, P. 2007, 'Action research for continuous quality improvement in aged care', in *Exemplary Practitioner Research in Management: Ten Studies from Southern Cross University's DBA Program*, SCU Press, Lismore.

### **Refereed Papers**

#### **Refereed International Journal Articles (C1 – Refereed)**

Miller, P. 2007, 'Problematising "good" HDR supervision: A case study of an international pilot of a on-line HDR supervisor professional development program', *The International Journal of Research Supervision*, vol. 1, no.1, pp. 29-38.

Cameron, L., Miller, P. and Tucker, M. 2007, 'Small Business Mentoring in an International Context: A preliminary study', *Australasian Journal of Business and Social Inquiry*, vol. 5, no. 1, pp. 1-10.

Ranasinghe, D. and Miller, P. 2006, 'Continuous quality improvement in Australian aged care facilities', *The International Journal of Health & Ageing Management*, vol.1, no.1, pp. 26-46.

Robson, M. and Miller, P. 2006, 'Australian Elite Leaders and Intuition', *Australasian Journal of Business and Social Inquiry*, vol. 4, no. 3, pp. 43-61.

Yu, H.C. and Miller, P. 2005, 'Leadership style - The X Generation and Baby Boomers compared in different cultural contexts', *Leadership and Organization Development Journal*, vol. 26, no.1, pp.35-50.

Gauld, D. and Miller, P. 2004, 'The qualifications and competencies held by effective workplace trainers', *Journal of European Industrial Training*, vol. 28, no. 1, pp.8-22.

Miller, P. and Yu, H. C. 2003, 'Organisational values and generational values: a cross cultural study', *Australasian Journal of Business and Social Enquiry*, vol.1, no.3, pp.138-153.

Yu, H. C. and Miller, P. 2003, 'The generation gap and cultural influence - A Taiwan empirical investigation', *Cross Cultural Management: An International Journal*, vol.10, no. 3, pp. 23-41.

Miller, P. 2003, 'Workplace Learning by Action Learning: A practical example', *Journal of Workplace Learning*, vol. 15 no.1, pp.14-23.

Arnison, L. and Miller, P. 2002, 'Virtual Teams: A Virtue for the Conventional Team', *Journal of Workplace Learning*, vol. 14, no. 4, pp. 166-173.

Pace, R., Miller, P. and Dunn, L. 1998, 'The Effects of a One-Hour Training Session on Perceptions of Organisational Learning', *International Journal of Training and Development*, vol. 2, no. 2, pp.134-147.

Miller, P. 1997, 'Learning Partnerships at the Macro and Micro Level', Feature, *Journal of Workplace Learning*, vol. 9, no. 5, pp. 144-146.

### **Refereed Conference Papers (E1 – Full Paper Refereed)**

Cameron, L. and Miller, P. 2008, 'Enhancing HRM practice in SMEs using the concept of Relationship Marketing', SME Entrepreneurship Global Conference 2008 - Creating Sustainable Entrepreneurship Eco-system and High Performance SME's, July 2008, Melbourne.

Cameron, R. and Miller, P. 2008, 'A Transitional Model to Assist Those Experiencing Labour Market Disadvantage', 17<sup>th</sup> Annual Australian Association of Career Counsellors (AACC) Conference, Hobart, 26-28 March.

Cameron, R. and Miller, P. 2007, 'Mixed Methods Research: Phoenix of the Paradigm Wars', Australia and New Zealand Academy of Management (ANZAM), December, 2007, University of Western Sydney.

Cameron, R. and Miller, P. 2004, 'A transitional model of recognition', 12<sup>th</sup> Annual International Conference on Post-Compulsory Education and Training, Griffith University, 6-8 December.

Cameron, R. and Miller, P. 2004, 'RPL: Why has it failed to act as a mechanism for social change', Social Change in the 21<sup>st</sup> Century conference, QUT, October.

Cameron, R. and Miller, P. 2004, 'Recipes for recognition and lifelong learning: community based approaches to fostering learning transitions', Making Connections: transitions to university conference, QUT, September.

Wheelahan, L., Miller, P., and Newton, D. 2003, 'Recognition of Prior Learning: Why is it so difficult to accredit learning that has occurred outside the academy towards the award of a qualification? A report from Australia', in *proceedings of the Centre for Research in Lifelong Learning conference (CRLLE)*, Glasgow, July, Scotland, pp. 245-253.

### **National Research Reports**

Wheelahan, L., Miller, P., Newton, D., Dennis, N., Firth, J., Pascoe, S., Veenker, P. 2003, 'A Report on Recognition of Prior Learning (RPL) policy and practice in Australia in 2002, including, National Principles and Operational Guidelines for RPL in post-compulsory education and training, Final Report', February, 67 pages. Commissioned and presented to the *Australian Qualification Framework Advisory Board (AQFAB)*.

### **Non-refereed**

#### **Non-refereed Journal Articles (C3 – Non-Refereed)**

Cameron, R and Miller, P. 2004, 'A learning survey of job seekers. Does RPL have a role?', NCVER Conference, July, SCU, Tweed Heads

Wheelahan, L. and Miller, P. 2003, 'Recognition of Prior Learning in Australia', *Australian Journal of Training and Development*, July.

#### **Non-refereed Conference Papers (E2 – Full Paper (Non-refereed))**

Wheelahan, L., Miller, P., and Newton, D. 2002, Thinking about RPL: A framework for discussion,

paper presented to the 11th National VET Training Research Conference, July, Brisbane.

### **Published Book Reviews (C4/D – Book Review)**

Miller, P. 2006, 'The Inspirational Leader: How to motivate, encourage and achieve success, John Adair', *Leadership and Organization Development Journal*, vol. 27, no.5, pp. 418-419.

Miller, P. 2005, 'Who Really Matters: The Core Group Theory of Power, Privilege and Success', *Leadership and Organization Development Journal*, vol. 26, no.1, pp. 76-77.

Miller, P. 2005, 'The New Work of Educational Leaders: Changing leadership practice in an era of school reform', *Leadership and Organization Development Journal*, vol. 25, no.3, pp. 309-310.

Miller, P. 2002, 'The e-learning revolution: from propositions to action' *Journal of Workplace Learning*, vol. 14, no. 4, p. 174.

Miller, P. 2001, 'Competency Based Education and Training: A World Perspective', *Journal of Workplace Learning*, vol. 13, no 6, p. 261.

### **Other Publications**

Miller, P. 2006, DBA Candidate/Supervisor Manual, SCU, Lismore, 60 pages.

Miller, P. 2006, Study Guide: Leading and Managing People, Core MBA unit, SCU, Lismore, 101 pages.

Pace, W. and Miller, P. 2003, *Study Guide: Organisational Consulting and Facilitation*, SCU, Lismore, 48 pages.

Miller, P. 2001, *Planning your BBA-HR program*, SCU, Lismore, 56 pages.

Miller, P. 1999, *How to give tutorial presentations: a guide for first year students at SCU*, SCU, Lismore, 10 pages.

Miller, P. 1999, 'The Impact of Competency Based Management Development on Individual Managerial and Business Unit Performance', *Working Paper No. 99-6, School of Commerce and Management*, SCU, Lismore, 14 pages.

Miller, P. 1993, *Study Guide: Undertaking Your Research Project*: Lismore: Centre for Professional Development - Community and Human Resource Development, UNE-NR, 44 pages.

Miller, P. 1992, *Study Guide: Business Awareness: Module 1* : Telecom Project Lismore: Centre for Professional Development - Community and Human Resource Development, UNE-NR, 99 pages.

Miller, P. 1992, *Study Guide: Leadership: Module 1: Models of Leadership*, Centre for Professional Development - Community and Human Resource Development, UNE-NR, 65 pages.

Miller, P. 1992, *Study Guide: People Management: Module 3*: Centre for Professional Development - Community and Human Resource Development, UNE-NR, 65 pages.

Miller, P. 1992, *Study Guide: Leadership: Module 3: Quality Leadership and Management*, Centre for Professional Development - Community and Human Resource Development, UNE-NR, 56 pages.

Jobson, S. McNulty, L. and Miller, P. 1991, *Study Guide: Understanding Organisations: Module 1*:

*An Introduction*, Centre for Professional Development - Community Human Resource Development, UNE-NR, 82 pages.

Phillips, J. and Miller, P. 1991, *Study Guide: Financial and Time Management: Module 2: Financial Management - An Introduction*, Centre for Professional Development - Community Human Resource Development, UNE-NR, 113 pages.

Miller, P. and Davis, D. 1991, *Study Guide: Project Management and Promotion: Module 3: Appraisal and Administration*, Centre for Professional Development - Community Human Resource Development, UNE-NR, 108 pages.