

# Coursework Higher Degrees

Avondale offers the following postgraduate degrees by coursework:

- Graduate Certificate in Leadership and Management
- Graduate Diploma of Leadership and Management
- Master of Leadership and Management
- Master of Leadership and Management (Honours)
- Master of Education
- Master of Education (Honours)
- Graduate Certificate in Nursing
- Master of Nursing
- Master of Arts (Theology)
- Master of Ministry

The list of courses offered by Avondale and accredited by the New South Wales Department of Education and Training is constantly being revised and updated and prospective students are advised to consult the Faculty Dean, the Vice-President (Learning and Teaching) or the New South Wales Department of Education and Training Higher Education website.

In addition several graduate entry initial preparation courses offered in Theology and Education, are listed and described in the Undergraduate Handbook.

- Graduate Diploma in Theology
- Graduate Diploma in Ministry
- Concurrent Graduate Diploma in Theology and Ministry
- Bachelor of Teaching (Primary)
- Bachelor of Teaching (Primary)(Honours)
- Bachelor of Teaching (Secondary)
- Bachelor of Teaching (Secondary)(Honours)

The Faculty of Business offers four postgraduate coursework degrees, namely the Graduate Certificate of Leadership and Management, the Graduate Diploma of Leadership and Management, the Master of Leadership and Management and the Master of Leadership and Management (Honours).

The postgraduate courses in Leadership and Management address the needs of the Seventh-day Adventist Church, church-related institutions and other interested organisations for advanced leadership and management training. The courses focus on the integration of theory and practice, and highlight the ethical and spiritual dimensions of leadership and management.

The challenge of leadership and management in various types of organisations has become ever more demanding and complex. Traditional ways of thinking about management and leadership are being challenged and are unlikely to meet the needs of emerging conditions. Adapting to rapidly changing business environments, social changes, complex government requirements and continuous technological advance has called for a more sophisticated set of skills and abilities from leaders and managers. New environments and new challenges require new philosophies and frameworks for action. Church-related, not-for-profit organisations with their special needs, no less than other organisations, require effective leadership and management informed by the social sciences and a developing body of knowledge concerning management, leadership and organisations.

Avondale's postgraduate programs in Leadership and Management comprise three articulated or nested awards, plus an honours program. The articulated nature of these nested awards provides a range of possible exit points, at each of which the student may choose to continue to the next stage if desired.

# Faculty of Business

## Staff

### Dean

Dr Keith Howson  
DipBus, BSc, MBA, MCom, PhD, CA

### Senior Lecturers

Lyn Daff  
BCom Melbourne, GradDipComputing, Deakin, MBusSystems  
Monash, CA  
*Accounting*

Dr Keith Howson  
DipBus Helderberg, BSc, MBA Andrews, MCom Witwatersrand,  
PhD Ncle, CA  
*Accounting*

Dr Peter J Morey  
DipSc Avondale, BSc Lond, DipEd, UNE, MAppSc Qld, MEd  
Massey, EdD Monash  
*Management*

### Lecturers

Don Dickins  
BA, BEd Avondale, MA La Sierra, MCom UWS, Cert IV Assessment  
& Workplace Training Avondale  
*Marketing*

William Truscott  
BEd MA (Ldrship & Mngt) Avondale, MCom Macquarie, FCPA  
*Accounting*

### Sessional Lecturers

Dr Lisa Barnes  
BEc Sydney, MBA Ncle, DipPM UNE, GradCertTertTech, DBA  
Ncle  
*Business Finance and Taxation*

Dr Norman R Carlsen  
BSc(Hons) Lond, PhD Ncle, GradDipCompSt, Canberra CAE,  
GradDipAppEc Macq, MEc Macq  
*Economics*

Roberto Donat  
MBA, MMgt  
*Management*

Pat Healion  
BEd Catholic College of Adv Ed, MTh Sydney Coll of Div, LLB  
Ncle  
*Business Law and Corporate Law*

Dr David Heise  
BSc Lond, MComp Macquarie, MEngSci Ncle, PhD Andrews  
*Information Systems Management*

## Graduate Certificate in Leadership and Management

*Course code: 2043*

Course Convenor: Dr Peter Morey

The Graduate Certificate in Leadership and Management course provides an opportunity for those in leadership and management positions to further their study in this area within the context of a Christian framework. The course has a particular focus on not-for-profit organisations.

### Duration

One semester full-time or the equivalent part-time. Part-time students typically progress at the rate of three or four units per year. Flexibility allows students to either 'fast-track' their course by taking overloads, or take fewer units in some years if necessary.

### Credit points

Four units totalling 24 credit points

### Mode of delivery

Most units are delivered in mixed mode, comprising distance learning components and a residential session at Avondale, or other designated centre, in the June–July period. The residential session provides opportunity for students to be involved in significant student-lecturer and student-student interaction.

Students receive unit outlines, textbooks, readings, and a distance education study guide. Lecturers and the Course Convenor are available to communicate with students by phone or email. Then, students attend a residential school designed to provide an integrating perspective to the unit. Personal contact with the lecturer/s and peers and library research is possible during this time. Finally students complete assignments designed to foster field-based reflection and application of the concepts encountered. Contact between students and lecturers is maintained via phone and email.

### Abbreviation of course title

GradCertLM

## Accreditation

The course is accredited by the NSW Department of Education and Training.

## Entry requirements

A Bachelors degree or equivalent plus at least two years' employment experience in an appropriate leadership or management role. In exceptional circumstances students may be admitted on the basis of equivalent qualifications as assessed by the Faculty of Business Learning and Teaching Committee. An official transcript must accompany every application form. Applicants whose Bachelors degree was not undertaken in English must demonstrate English language proficiency by achieving an IELTS score of at least 6.5, with no individual band score less than 6.0. An official statement of IELTS results must accompany the application form.

## Course structure

This is a four-unit study program. All units are worth 6 credit points each of which requires a notional time commitment of 170 hours.

The following two units are required:

LAMC50600	The Theology, Theory and Practice of Leadership (required unit)	6 cr pts
LAMC51100	Leadership and Organisation	6 cr pts

Students may choose two units from the following list:

LAMC51200	Communication for Leadership	6 cr pts
LAMC51300	Organisational Behaviour	6 cr pts
LAMC51400	Human Resource Management	6 cr pts
LAMC51500	Leadership and Change Management	6 cr pts

## Graduate Diploma of Leadership and Management

*Course code: 2044*

Course Convenor: Dr Peter Morey

The Graduate Diploma of Leadership and Management course provides an opportunity for those in leadership and management positions to further their study in this area within the context of a Christian framework. The course has a particular focus on not-for-profit organisations.

## Duration

One year full-time or the equivalent part-time. Part-time students typically progress at the rate of three or four units per year. Flexibility allows students to either 'fast-track' their course by taking overloads, or take fewer units in some years if necessary.

## Credit points

Eight units totalling 48 credit points

## Mode of delivery

Most units are delivered in mixed mode, comprising distance learning components and a residential session at Avondale, or other designated centre, in the June–July period. The residential session provides opportunity for students to be involved in significant student-lecturer and student-student interaction.

Students receive unit outlines, textbooks, readings, and a distance education study guide. Lecturers and the Course Convenor are available to communicate with students by phone or email. Then, students attend a residential school designed to provide an integrating perspective to the unit. Personal contact with the lecturer/s and peers and library research is possible during this time. Finally students complete assignments designed to foster field-based reflection and application of the concepts encountered. Contact between students and lecturers is maintained via phone and email.

## Abbreviation of course title

GradDipLM

## Accreditation

The course is accredited by the NSW Department of Education and Training.

## Entry requirements

A Bachelors degree or equivalent or satisfactory completion of the requirements of the GradCertLM, plus at least two

years' employment experience in an appropriate leadership or management role. In exceptional circumstances students may be admitted on the basis of equivalent qualifications as assessed by the Research and Teaching Committee of the Faculty of Business and Information Technology. An official transcript must accompany every application form. Applicants whose Bachelors degree was not undertaken in English must demonstrate English language proficiency by achieving an IELTS score of at least 6.5, with no individual band score less than 6.0. An official statement of IELTS results must accompany the application form.

### Course structure

This is a eight-unit study program. All units are worth six credit points and require a notional time commitment of 170 hours.

The following units are required:

LAMC50600	The Theology, Theory and Practice of Leadership (required unit)	6 cr pts
LAMC51100	Leadership and Organisation	6 cr pts
LAMC51200	Communication for Leadership	6 cr pts

Students may choose two Generic Leadership and Management units from the following list:

LAMC51300	Organisational Behaviour	6 cr pts
LAMC51400	Human Resource Management	6 cr pts
LAMC51500	Leadership and Change Management	6 cr pts

Students may choose three Context Specific units from the following list:

LAMC52100	Marketing Management	6 cr pts
LAMC52200	Leadership and Information Systems	6 cr pts
LAMC52300	Strategic Planning for Leadership	6 cr pts
LAMC52400	Managerial and Professional Ethics	6 cr pts
LAMC52500	Legal Issues for Managers	6 cr pts
LAMC52600	Accounting for Leaders	6 cr pts
LAMC52700	Finance for Managers	6 cr pts

## Master of Leadership and Management

Course code: 2045

Course Convenor: Dr Peter Morey

The Master of Leadership and Management course provides an opportunity for those in leadership and management positions to further their study in this area within the context of a Christian framework. The course has a particular focus on not-for-profit organisations.

### Duration

One-and-a half years full-time or the equivalent part-time. Part-time students typically progress at the rate of three or four units per year. Flexibility allows students to either 'fast-track' their course by taking overloads, or take fewer units in some years if necessary.

### Credit points

72 credit points

### Mode of delivery

Most units are delivered in mixed mode, comprising distance learning components and a residential session at Avondale, or other designated centre, in the June–July period. The residential session provides opportunity for students to be involved in significant student-lecturer and student-student interaction.

Students receive unit outlines, textbooks, readings, and a distance education study guide. Lecturers and the Course Convenor are available to communicate with students by phone or email. Then, students attend a residential school designed to provide an integrating perspective to the unit. Personal contact with the lecturer/s and peers and library research is possible during this time. Finally students complete assignments designed to foster field-based reflection and application of the concepts encountered. Contact between students and lecturers is maintained via phone and email.

### Abbreviation of course title

MLM

### Accreditation

The degree is accredited by the NSW Department of Education and Training.

### Entry requirements

A Bachelors degree or equivalent or satisfactory completion of the requirements of the GradDipLM is required, plus at least

two years' employment experience in an appropriate leadership or management role. In exceptional circumstances students may be admitted on the basis of equivalent qualifications as assessed by the Faculty of Business Learning and Teaching Committee. An official transcript must accompany every application form. Applicants whose bachelors degree was not undertaken in English must demonstrate English language proficiency by achieving an IELTS score of at least 6.5, with no individual band score less than 6.0. An official statement of IELTS results must accompany the application form.

## Enrolment

As the MLM, MLM(Hons), GradCertLM and GradDipLM are nested courses, students enrol in the highest degree from which they expect to graduate. Students should not apply to graduate until the year in which they expect to complete all requirements for the degree in which they are enrolled. Students who do not complete all the requirements of the course, may exit with a lesser award by applying to the Academic Registrar and Course Convenor. A student who has graduated previously from a lower award in Leadership and Management (eg GradCertLM) may proceed to study for a higher award—eg GradDipLM or MLM or MLM (Hons)—but on graduating from the higher award will be obliged to relinquish the lower award. This nesting arrangement is depicted on the following Table. Unless advised otherwise, most students are encouraged to enrol in the MLM.

Enrol in	Undertake	Endpoints possible
MLM(Hons)	Master of Leadership and Management (Hons)	Graduate with MLM(Hons), or Exit with MLM, or Exit with GradDipLM or Exit with GradCertLM
MLM	Master of Leadership and Management	Graduate with MLM, or Proceed to the MLM (Hons) or Exit with GradDipLM or Exit with GradCertLM
GradDipLM	Graduate Diploma in Leadership and Management	Graduate with GradDipLM, or Exit with GradCertLM, or Proceed to MLM, or Proceed to MLM(Hons)
GradCertLM	Graduate Certificate in Leadership and Management	Graduate with GradCertLM, or Proceed to GradDipLM, or Proceed to MLM, or Proceed to the MLM (Hons)

## Course structure

This is a twelve-unit study program. All units are worth 6 credit points (unless otherwise specified) each with a notional workload of 170 hours over the semester.

Students have two options: Option A and Option B

### Option A

Option A includes coursework and a project of 6 or 12 credit points. The following units are required:

LAMC50600	The Theology, Theory and Practice of Leadership (required unit)	6 cr pts
LAMC51100	Leadership and Organisation	6 cr pts
LAMC51200	Communication for Leadership	6 cr pts

Students must choose two Generic Leadership and Management units from the following list:

LAMC51300	Organisational Behaviour	6 cr pts
LAMC51400	Human Resource Management	6 cr pts
LAMC51500	Leadership and Change Management	6 cr pts

Students must choose four Context Specific units from the following list:

LAMC52100	Marketing Management	6 cr pts
LAMC52200	Leadership and Information Systems	6 cr pts
LAMC52300	Strategic Planning for Leadership	6 cr pts
LAMC52400	Managerial and Professional Ethics	6 cr pts
LAMC52500	Legal Issues for Managers	6 cr pts
LAMC52600	Accounting for Leaders	6 cr pts
LAMC52700	Finance for Managers	6 cr pts

Students must choose one of the following options:

- three 6-credit point Masters level units, *or*
- two 6-credit point Masters level units and a 6-credit point project; *or*
- one 6-credit point Masters level unit and a 12-credit point project.

### Option B

Option B includes coursework, two research units and a minor thesis of 18 credit points. The following units are required:

LAMC50600	The Theology, Theory and Practice of Leadership (required unit)	6 cr pts
LAMC51100	Leadership and Organisation	6 cr pts
LAMC51200	Communication for Leadership	6 cr pts

Students must choose two Generic Leadership and Management units from the following list:

LAMC51300	Organisational Behaviour	6 cr pts
LAMC51400	Human Resource Management	6 cr pts
LAMC51500	Leadership and Change Management	6 cr pts

Students must choose two Context Specific units from the following list:

LAMC52100	Marketing Management	6 cr pts
LAMC52200	Leadership and Information Systems	6 cr pts
LAMC52300	Strategic Planning for Leadership	6 cr pts
LAMC52400	Managerial and Professional Ethics	6 cr pts
LAMC52500	Legal Issues for Managers	6 cr pts
LAMC52600	Accounting for Leaders	6 cr pts
LAMC52700	Finance for Managers	6 cr pts

Students then take two research methods units.

LAMC50000 Introduction to Research	6 cr pts
EDUC50100 Research Methods and Proposal	6 cr pts

Students then undertake an 18 credit point minor thesis. Variations to this program may be approved. Consult the Course Convenor.

## Master of Leadership and Management (Honours)

*Course code: 2046*

Course Convenor: Dr Peter Morey

The Master of Leadership and Management course provides an opportunity for those in leadership and management positions to further their study in this area within the context of a Christian framework. The course has a particular focus on not-for-profit organisations. Students also develop the research skills to progress to a research-based doctoral degree or to work as researchers in an organisational context.

### Duration

Two years full-time or the equivalent part-time. Part-time students typically progress at the rate of three or four units per year. Flexibility allows students to either 'fast-track' their course by taking overloads, or take fewer units in some years if necessary.

### Credit points

84 credit points

### Mode of delivery

Most units are delivered in mixed mode, comprising distance learning components and a residential session at Avondale, or other designated centre, in the June–July period. The residential session provides opportunity for students to be involved in significant student-lecturer and student-student interaction.

Students receive unit outlines, textbooks, readings, and a distance education study guide. Lecturers and the Course Convenor are available to communicate with students by phone or email. Then, students attend a residential school designed to provide an integrating perspective to the unit. Personal contact with the lecturer/s and peers and library research is possible during this time. Finally students complete assignments designed to foster field-based reflection and application of the concepts encountered. Contact between students and lecturers is maintained via phone and email.

### Abbreviation of course title

MLM(Hons)

### Accreditation

The course is accredited by the NSW Department of Education and Training.

## Entry requirements

A Bachelors degree or equivalent or satisfactory completion of the requirements of the GradDipLM is required, plus at least two years' employment experience in an appropriate leadership or management role. Students also require an average mark of 70% or greater in the first three units of the postgraduate program in Leadership and Management. In exceptional circumstances students may be admitted on the basis of equivalent qualifications as assessed by the Faculty of Business Learning and Teaching Committee. An official transcript must accompany every application form. Applicants whose Bachelors degree was not undertaken in English must demonstrate English language proficiency by achieving an IELTS score of at least 6.5, with no individual band score less than 6.0. An official statement of IELTS results must accompany the application form.

## Course structure

This is a sixteen-unit study program. All units are worth six credit points (unless otherwise specified) each of which requires a notional time commitment of 170 hours.

This course includes coursework, two research units and a minor thesis of 18 credit points. The following units are required:

LAMC50600	The Theology, Theory and Practice of Leadership (required unit)	6 cr pts
LAMC51100	Leadership and Organisation	6 cr pts
LAMC51200	Communication for Leadership	6 cr pts

Students may choose one unit from the following list:

LAMC51300	Organisational Behaviour	6 cr pts
LAMC51400	Human Resource Management	6 cr pts
LAMC51500	Leadership and Change Management	6 cr pts
LAMC52100	Marketing Management	6 cr pts
LAMC52200	Leadership and Information Systems	6 cr pts
LAMC52300	Strategic Planning for Leadership	6 cr pts
LAMC52400	Managerial and Professional Ethics	6 cr pts
LAMC52500	Legal Issues for Managers	6 cr pts
LAMC52600	Accounting for Leaders	6 cr pts
LAMC52700	Finance for Managers	6 cr pts

Students then take two research methods units.

LAMC50000	Introduction to Research	6 cr pts
EDUC50100	Research Methods and Proposal	6 cr pts

Students then undertake a 42 credit point major thesis. Variations to this program may be approved. Consult the Course Convenor.