

The MIM Diploma in Innovation and Change Management

1.0 Programme Overview

Programme Summary	
1. Course Title	The MIM Diploma in Innovation and Change Management
2. Course Level in terms of NQF	5
3. Format of delivery	Class Based
4. Regulations covering the programme	MIM Specific Regulations or as determined by MIM Educational Board
5. Registration Procedure	Online
6. Cost	TBA
7. Awarding Body	The Malta Institute of Management
8. Assessment Procedure	i. Modular Written Exam ii. Final Assignment (Dissertation)

Participants of the Diploma in Innovation Management will learn about innovation and change and how it affects business operations. They will gain knowledge of new process technologies that contribute to improving operational efficiency and competitiveness in their organisations. The programme will address the effective management of new product innovation strategies and identify appropriate business process improvements to facilitate the introduction of such change.

This programme will assist students to:

- identify and develop the skills necessary to manage innovation at both operational and strategic levels in their organisation;
- familiarise themselves with business process improvement methods and simulation tools;

- present a professional innovative idea to their peers with the potential to improve business within their organisation.

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2.0 General Programme Objectives

Participants studying for the programme will be expected to develop the following skills during the programme of study:-

- knowledge and capabilities which underpin the professional area of management, informed by knowledge and practice, some of which are at the forefront of the discipline
- ability as an effective practitioner to handle complex and unpredictable work situations
- independence of approach to research and study and the generation of management evidence, using and selecting appropriate methodologies
- application of the methods and techniques learned, to review, consolidate, extend and apply knowledge and understanding, and to initiate and carry out projects
- critical evaluation of arguments, assumptions, abstract concepts and data to make judgments and to frame appropriate questions to achieve a solution
- communication of information, ideas, problems and solutions to both specialist and nonspecialist audiences
- ability to innovate and work in a creative way
- ability to respond to change and ability to multi-task

3.0 Entry Requirements

An indicative entry requirement for this qualification is a NQF Level 4 qualification or comparable, the MIM will also accept entries if individuals show that they have sufficient capability at the right level to undertake the learning and assessment.

4.0 Progress

This qualification provides opportunities for progression to other qualifications at higher levels. The qualifications also support individuals in meeting the requirements for work and/or employment within all areas of management at this level.

5.0 Diploma Structure

The Diploma is split into 10 modules and a Final Assignment, covering 60 credits or 420 hours in class based sessions. The modules are split as per the below table:

No	Module	Credits	Classroom Hours	Self-Study Hours
1	The Innovation Leader	6	42	180
2	Innovation within the Business Strategy	6	42	180
3	Developing the Culture to stimulate Innovation	6	42	180
4	The Innovation Process	6	42	180
5	Developing the Business Case for Commercialisation	8	56	240
6	Effective Innovation Leadership	6	42	180
7	Commercial Realisation and Market Launch	6	42	180
8	Innovation Project Development and Management	6	42	180
9	Report Writing and Research Skills	2	14	60
	Final Assignment of over 5,000 words	8	56 hours in class based (credits) 240 hours in research	
Total		60	420	1800

Modules 1-8 will follow the following format:

- A. Study Methods
 - i. Class Based Sessions
 - ii. Discussion and Research
- B. Module Assessment
 - i. Written Examination

Module 9 will require no assignment.

Further detail on how the specific modules are split can be found in section 6.0: Specific Module Overview.

6.0 Specific Module Overview

Module Number	1
Module Title	The Innovation Leader
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	3
Module Overview	This unit is about recognising and managing your current personal resources (particularly knowledge, understanding, skills and experience) and aligning these with the role, requirements and qualities expected of an Innovation Leader within your organisation. From this analysis you are required to produce and regularly review a personal development plan to address any identified gaps

Module 1 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	18	The Innovation Leader
Unit 2	18	Professional Development
Unit 3	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 1 The Innovation Leader Learning Outcomes and Unit Content

Learning outcomes

1. Identify the characteristics of an effective Innovation Leader and define the skills required at the different stages of the management process.

In the role as an Innovation Leader:

- discuss and agree SMART personal work objectives with those you report to
 - demonstrate how your personal work objectives align with the organisation's strategic need
 - describe how you subsequently plan to measure and review progress against personal work objectives.
2. Using a range of tools and resources to analyse your own knowledge/skills against those required of an Innovation leader, produce and agree, with those you report to, a development plan to address any identified gaps.
 3. Review and update your personal work objectives and development plan in light of performance and development activities and any wider changes.
 4. Analyse your personal leadership style.

Unit content

1. The Innovation Leader
 - a. Understanding:
 - the role of the Innovation Leader and how it fits with organisational need
 - the qualities and interpersonal skills required by the Innovation Leader to carry out the role effectively
 - the styles and approaches which encourage effective working relationships
 - the alignment of work objectives with organisational need
 - b. How to:
 - evaluate the current and future requirements of your work-role taking into account the vision and objectives of your organisation and stakeholders
 - identify information which is relevant to your work role and professional development

- gain the commitment, trust and support of those with whom you work
- discuss and agree SMART personal work objectives with those you report to and how you will measure progress

2. Professional Development

a. Understanding:

- the importance of continuing self-development
- ways in which you can assess your current skills and competence against those required of an Innovation Leader (for example, using benchmarking, 360 feedback, appraisals)
- the range of skills you require for effective performance
- the types of development activities and support open to you
- who you should seek feedback from on your performance and ways to encourage this Diploma in Innovation and Change Management

b. How to:

- assess your own current skill levels against those required of an Innovation Leader, using standards and competencies as appropriate
- make opportunities to encourage feedback and use it constructively
- develop your on-going personal action plan with achievable but challenging goals
- review your development progress and update your plan

analyse your own leadership style

Module Number	2
Module Title	Innovation within the Business Strategy
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about organisation's innovation strategy and how it fits with the organisation's overall business strategy. It includes developing a clear perspective of the environment in which your organisation operates, and of the opportunities that exist for developing innovation within the organisation.

Module 2 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	Strategic Planning
Unit 2	10	Business Innovation and Change Management
Unit 3	8	Business Operational Issues
Unit 4	8	Business Financial Management
Unit 5	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 2 Innovation within the Business Strategy Learning Outcomes and Unit Content

Learning outcomes

1. Monitor and evaluate innovation trends and developments inside and outside your organisation.
2. Evaluate your organisation's current position in relation to change and innovation, and identify critical areas for action.
3. Ensure that innovation is built into the vision and strategy for the organisation.
4. Review current operational activities and identify areas of risk to ongoing activities arising out of possible innovation and change.
5. Evaluate the financial impact on the organisation of change and innovation, and the risk associated with not pursuing change and innovation.

Unit content

1. Strategic planning:
 - a. Understanding:
 - the principles of strategic management and business planning
 - the importance of creativity and innovation in strategic management
 - the needs and expectation of stakeholders and customers
 - your organisation's ability to respond to market opportunities
 - b. How to:
 - analyse and manage risk
 - develop and plan for contingencies
 - measure and review organisational performance
 - analyse the wider environment in which your organisation operates
2. Business innovation and change management:
 - a. Understanding

- the importance and impact of innovation and change on organisations
 - the range of legal, political, economic, social and environmental factors which affect and are affected by innovation and change within organisations
 - the importance of communication in business innovation and change management
 - the barriers to innovation and change
 - the impact of the culture of the organisation on change and innovation
 - the difference between creativity and innovation
- b. How to:
- identify and review the approaches to innovation within your organisation
 - recognise and manage risk in innovation and change
 - prioritise objectives for change and communicate these effectively across the organisation
3. Business operational issues:
- a. Understanding:
- the market in which your organisation operates
 - the impact of researching and implementing change and innovation on current business activities
 - the need to win the support of colleagues and stakeholders in responding to the need for change and innovation
 - the need to monitor and evaluate the impact of change and innovation on the culture and values of the organisation
- b. How to:
- balance new ideas with tried and tested solutions
 - balance risk with the desired outcomes
 - identify potential risks to operational objectives posed by proposed change and innovation
 - develop and maintain effective relationships with colleagues and key stakeholders
4. Business financial management:
- a. Understanding:
- the organisational systems in use for budgeting and financial control
 - where to obtain, and how to evaluate information in order to substantiate and quantify the financial impact of proposed innovation and change on the organisation
 - the legal, regulatory and ethical requirements in the sector in respect of financial management and control
- b. How to:

- use financial information from the organisation in developing and promoting innovation and change
- evaluate the financial implications of the change and innovation process
- identify and use external expertise in financial evaluation



Module Number	3
Module Title	Developing the Culture to stimulate Innovation
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	4
Module Overview	This unit is about reviewing the current culture of the organisation, and putting in place strategies and activities to encourage the organisation to embrace the concept of innovation, and to encourage and support the identification of ideas for innovation.

Module 3 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	12	Developing the culture for innovation
Unit 2	12	Working with others
Unit 3	12	Tools and techniques
Unit 4	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 3 Developing the Culture to stimulate Innovation Learning Outcomes and Unit Content

Learning outcomes

1. Evaluate the approach to innovation in your organisation.
2. Motivate people across the organisation to identify ideas for new products and services, which are congruent with the mission, vision and values of the organisation.
3. Support the development of an innovation culture by ensuring that sufficient resource is made available for the generation, development and testing of ideas.
4. Establish a structure to support and sustain an innovation culture within the organisation.

Unit content

1. Developing the culture for innovation:
 - a. Understanding:
 - the benefits of innovation to the organisation and its stakeholders
 - the key stages in the creative process
 - the key stages in the innovation process
 - organisational behavior
 - the potential obstacles to innovation
 - b. How to:
 - encourage communication across your organisation
 - identify and review the approach to innovation in your organisation
 - identify the key characteristics of the organisation's current culture, and its strengths and weaknesses in relation to innovation
 - approach removing obstacles to innovation
2. Working with others:
 - a. Understanding:
 - the importance of communication in the creative process
 - the needs of others involved in the innovation strategy and process to engage and fully participate
 - the conflicts and differences of views which may arise in respect of the innovation strategy and approach

b. How to:

- encourage communication across your organisation
- learn from mistakes
- provide constructive feedback to teams and individuals
- recognise the contribution of others to the process

3. Tools and techniques:

a. Understanding:

- the different potential sources of ideas for new products and/or service improvements
- the role of potential external expert partners/specialists in generating and developing ideas which might lead to innovation
- the need to protect ideas and innovation

b. How to:

- select and apply different methods for motivating and encouraging people across the organisation to generate, develop and share ideas
- evaluate the ideas generated

Module Number	4
Module Title	The Innovation Process
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	3
Module Overview	This unit is about managing innovation processes, which aid organisations to deliver outputs that, meet/exceed stakeholder needs, whilst mindful of associated organisational/legal requirements. Delegates are provided with a structured method for effective project management in the innovation arena, which has been designed to minimise and control the associated risks of applying an innovation strategy.

Module 4 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	18	Key stages in innovation
Unit 2	18	Innovation processes
Unit 3	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 4 The Innovation Process Learning Outcomes and Unit Content

Learning outcomes

1. Differentiate between creativity, invention and innovation.
2. Describe the key stages of the innovation process.
3. Establish and operate fair and open methods for generating, considering and selecting initial ideas for further development.
5. Plan and implement an appropriate support structure to support an innovation from inception to market launch.
6. Design/develop efficient and effective innovation systems/processes, which meet organisational and legal requirements/guidelines.
7. Establish and use effective methods to monitor, control, review and improve innovation systems/processes.
8. Embed and sustain the positive impacts of innovation.

Unit content

1. Key stages in innovation:
 - a. Understanding:
 - the difference between creativity and innovation
 - the key stages of creativity
 - the key stages/milestones of innovation, from stimulating ideas through to market launch
 - managing innovation in a business context
 - the key functions/activities and environment required to manage an innovation project/programme
 - b. How to:
 - align the key stages of innovation with organisational aims and objectives
 - integrate, where appropriate, the key stages of innovation into the organisation's current quality processes
 - set up a suitable support environment for a specific innovation programme or project to meet stakeholder needs/expectations

2. Innovation processes:

a. Understanding:

- the importance of designing innovation systems/processes that deliver outcomes based on business goals and aims, whilst meeting organisational and legal requirements
- the influences that may affect and shape how processes work
- the importance of providing information and support for staff and other shareholders involve
- tools and techniques for sustaining the focus on innovation

b. How to:

- design/develop and communicate effective innovation systems/processes, which support current organisational quality management approaches
- define innovation process responsibilities
- develop innovation process measures that are efficient and meet organisational/legal requirements
- provide information and support for staff and other stakeholders involved
- manage, record and report risk during innovation activities
- implement and control change in the innovation process
- protect the intellectual property rights of ideas and innovation
- evaluate the success of your innovation activity

Module Number	5
Module Title	Developing the Business Case for Commercialisation
Hours in Class Based Sessions	56
Credits	8
Self-Study Hours	240
No of Units in Module	5
Module Overview	This unit is about constructing a business case for sponsor approval. This unit recognises that Innovation Leaders will have to demonstrate a range of project management skills to effectively plan and sell the benefits of an initiative to secure the commitment of relevant stakeholders.

Module 5 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	14	Identifying the innovation project resources and control methods
Unit 2	12	Develop plans to achieve goals
Unit 3	12	Agree the scope and definition of the business case for innovation with sponsor
Unit 4	12	Developing the business case
Unit 5	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 5 Developing the Business Case for Commercialisation Learning Outcomes and Unit Content

Learning outcomes

1. Establish the aims and objectives of an innovation project and how these support the achievement of the objectives of the organisation or strategic business unit.
2. Develop, in consultation with relevant people, a realistic and thorough business case, which achieves agreed goals by:
 - Selling the need for the innovation and identifying the likely market
 - Identifying potential risks, constraints, and contingencies
 - Specifying the controls to be employed.
3. Discuss and agree the business case with sponsor(s) and any key stakeholders, making changes where necessary.

Unit content

1. Developing the business case:
 - a. Understanding:
 - valid, equitable and reliable methods for considering and selecting initial ideas for development
 - b. How to:
 - establish and operate a fair and open method for reviewing methods for commercialization
 - establish and operate a fair and open system for the selection of innovative ideas
 - discuss and agree ways in which selected ideas can be further developed and tested by individuals and teams
 - identify those ideas that could be practically implemented, providing help in drawing up and submitting business cases and plans in support of ideas
2. Agree the scope and definition of the business case for innovation with sponsor:
 - a. Understanding:
 - the importance of clarifying and agreeing the goals with the sponsor.
 - the interests of all stakeholders
 - how innovation projects inter-link with and support internal strategic and operational objectives
 - how innovation initiatives can be affected by external factors and events
 - b. How to:

- define and sell the need, nature, associated market and goals of the business case and the factors that impact on it
- clarify roles, levels of authority
- identify and prioritise risks and constraints
- establish and review the feasibility of the innovative project

3. Develop plans to achieve goals:

a. Understanding:

- the importance of agreeing and communicating the innovation business plan with relevant stakeholders
- innovation project planning tools and models
- contingency planning principles

b. How to:

- negotiate with relevant people.
- prepare an effective project plan by defining:
 - i. what needs to be done in manageable, achievable and measurable terms
 - ii. the sequence and schedule of activities needed
 - iii. the resource requirements
 - iv. the contingencies needed to deal with the identified risks

4. Identifying the innovation project resources and control methods:

a. Understanding:

- roles, competencies, responsibilities and accountabilities of the project team required to initiate the innovation
- organisational and legal requirements relevant to managing finance and resources
- the need for effective financial and resource control

b. How to:

- allocate innovation project roles and tasks appropriately
- identify and implement the relevant control method(s)
- control all relevant resources

Module Number	6
Module Title	Effective Innovation Leadership
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	4
Module Overview	<p>This unit is about working with colleagues inside and outside your organisation to develop networks to support your current and future work. It is also about providing direction, leadership and encouragement for colleagues involved in innovation and change, and raising the awareness of the organisation as whole of the impact and importance of innovation and effective change management. The unit focuses on the personal and professional communication skills you need to develop and maintain.</p>

Module 6 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	Encouraging innovation
Unit 2	8	Motivating others
Unit 3	8	Developing networks
Unit 4	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 6 Effective Innovation Leadership Learning Outcomes and Unit Content

Learning outcomes

1. Develop and maintain personal networks of contacts which meet your current and future needs, and establish boundaries of confidentiality between yourself and members of your personal networks.
2. Create and maintain a culture within your area of responsibility which encourages and recognises creativity and innovation.
3. Select and apply a range of leadership styles to appropriate situations and people.
4. Motivate and support people, within your area of responsibility, to achieve their innovation objectives and provide recognition when they are successful.
5. Identify and periodically review the approach to and level of innovation in your area of responsibility.

Unit content

1. Developing networks:
 - a. Understanding:
 - the principles of effective communication and how to apply them to developing personal networks
 - the range of different communication styles and how people prefer to communicate
 - the benefits for individuals and organisations of networking
 - the principles of confidentiality
 - b. How to:
 - make active use of the information and resources gained through personal networks
 - develop guidelines for exchanging information between individuals and organisations
2. Motivating others:
 - a. Understanding:
 - the importance of encouraging others to take the lead and ways in which this can be achieved
 - the benefits of and how to create and maintain a culture which encourages and recognises

creativity and innovation

- a range of different leadership styles and how to select and apply these to different situations and people
- b. How to:
- empower people effectively
 - select and apply different methods for encouraging, motivating and supporting people and recognising achievement
 - select and successfully apply different methods for communicating with people across your area of responsibility
 - get and make use of feedback on your leadership performance
3. Encouraging innovation:
- a. Understanding:
- the benefits of innovation to the organisation, customers and stakeholders
 - the different potential sources of ideas for new products and/or services and improvements
 - the importance of communication in innovation and how to encourage communication across your area of responsibility
 - the potential obstacles to creativity and innovation and whether and if so how they can be removed
- b. How to:
- identify the current approach to and level of innovation in a particular area, including strengths, weaknesses and obstacles
 - select and apply different methods for motivating people to generate and develop ideas
 - provide constructive feedback to teams and individuals
 - unlock creativity in yourself and others
 - learn from mistakes
 - recognise the achievements of the originators/developers of ideas
 - recognise and manage risk in innovation
 - establish and operate fair and open methods for selecting ideas for further development and providing reason why particular ideas are not being taken forward

Module Number	7
Module Title	Commercial Realisation and Market Launch
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	3
Module Overview	This unit is about ensuring innovative ideas are commercially realised, through effective strategy and planning.

Module 7 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	18	Commercialisation
Unit 2	18	Marketing planning
Unit3	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 7 Commercial Realisation and Market Launch Learning Outcomes and Unit Content
<i>Learning outcomes</i>
<ol style="list-style-type: none"> 1. Develop a strategy for the commercialisation of an innovation. 2. Discuss ways of exploiting the financial opportunities of the innovation, and methods of negotiating financial support for it. 3. Develop measures and methods for monitoring and evaluating the success of the commercialisation strategy. 4. Identify and pursue opportunities to work in partnership with external experts and/or other organisations, recognising potential intellectual property right implications. 5. Develop marketing objectives from the results of a market analysis, then establish and review the feasibility of options to meet those objectives.

6. Prepare a marketing plan for a specified innovation and explain how you would manage its implementation and control.

Unit content

- :
1. Commercialisation:
 - a. Understanding:
 - the principles underpinning the management of commercialisation
 - the different models that can be used for commercialisation
 - the importance of planning for the management of commercialisation
 - the setting of objectives and key performance indicators
 - tools and techniques for negotiation, preparing and monitoring budgets
 - the impact of financial and regulatory frameworks on commercialisation
 - the concept of financial control
 - internal & external partnerships/supply chains
 - b. How to:
 - recommend and justify the strategy to achieve the commercialisation
 - gain approval for the chosen strategy
 - plan the implementation of the chosen strategy
 - set and monitor progress against key performance indicators/milestones
 - secure commercial agreement with an internal and external partner
 - develop financial strategies for the commercialisation of the innovation and maximise opportunities
 - identify the contingencies needed to deal with the identified risks
 2. Marketing planning:
 - a. Understanding:
 - the nature and objectives of marketing plan and the factors which impact on it
 - the need for effective marketing activity and resource control
 - the importance of agreeing and recording a marketing plan for an innovation with relevant people
 - marketing planning tools and models
 - the roles, competencies, responsibilities and accountabilities of the marketing team and its internal and external associates
 - organisational, supplier, client/customer and legal requirements relevant to the marketing plan

b. How to:

- manage and encourage the communication process with your stakeholders
- plan the effective implementation of marketing
- negotiate with relevant people
- prepare an effective marketing plan
- allocate project roles and tasks appropriately:
 - i. what needs to be done in manageable, achievable and measurable terms
 - ii. the sequence and schedule of activities needed
 - iii. the marketing resource requirements
- allocate marketing team roles and tasks to the plan appropriately
- establish and review the feasibility of the marketing plan
- identify and implement relevant control method(s)

Module Number	8
Module Title	Innovation Project Development and Management
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about your role in developing and championing innovation projects within your area of responsibility. It will help you develop your understanding of how innovation uses project management as a technique to achieve the best outcomes.

Module 8 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	18	Effective management of the innovation process
Unit 2	18	Concluding the Innovation Process and the End Result
Unit 3	3	Discussion and Research
Assessment	3	Written Examination Paper

Module 8 Innovation Project Development and Management Learning Outcomes and Unit Content

Learning outcomes

1. Set up a suitable project management structure for a specific innovation project.
2. Implement an innovation project, to achieve the required outcomes and steer the project through to its conclusion.
3. Define relevant performance measures to monitor success of the innovation project.
4. Review and evaluate your own contribution to the effectiveness of an innovation project.

Unit content

1. Effective management of the innovation process:
 - a. Understanding:
 - why it is important to develop an effective innovation process management environment
 - how to use effective methodologies to manage and structure innovation
 - b. How to:
 - effectively resource and manage innovation projects to meet planned outcomes
2. Concluding the Innovation Process and the End Result:
 - a. Understanding:
 - the importance of periodic and final review of all innovation project aspects
 - the need to sustain stakeholder support through all project stages
 - that innovation projects may not always result in the attainment of a workable innovation
 - b. How to:
 - incorporate review into innovation project planning
 - steer and manage innovation projects to appropriate conclusion
 - manage stakeholder and other interested party commitment and expectations of
 - the outcomes of innovation projects

Module Number	9
Module Title	Report Writing and Research Skills
Hours in Class Based Sessions	14
Credits	2
Self-Study Hours	60
No of Units in Module	5
Module Overview	This unit is about giving basic understanding of what research is and how it is done.

Module 10 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	4	Informational Report vs Analytical Report
Unit 2	2	Information Sources
Unit 3	2	Structuring Your Report
Unit 4	3	Discussion and Research
Unit 5	3	Written Examination Paper
Assessment	N/A	

Module 9 Report Writing and Research Skills Learning Outcomes

Module 9 Report Writing and Research Skills Learning Outcomes	
<i>Learning outcomes</i>	
The learner will:	The learner can:
Be able to write a professional Report	<ul style="list-style-type: none"> • Understand what makes reports effective • Understand what makes a particular report effective or ineffective • Be able to articulate a purpose statement • Be able to create a report and include its necessary components • Be able to engage in critical analysis <ul style="list-style-type: none"> ○ Summary and Conclusions • Articulate questions • Search appropriate sources to address those questions • Evaluate and interpret findings • Articulate evaluative criteria • Draw conclusions and make recommendations
Be able to use various Research Strategies and Methodologies	<ul style="list-style-type: none"> • Understanding the importance of developing a research strategy; • Knowing the differences between cross-sectional and longitudinal research; • The various different research methodological approaches; • Advantages and disadvantages of the different research methodologies; • Concepts of reliability, validity and generalisability; • Basic types of triangulation; • Be able to design a suitable research method for the current research.

7.0 Assessment Procedures

The Diploma in Innovation and Change Management is assessed by 2 types of assessments being

A. Modular Assessment

Modular Assessment is based on a 3 hour Written Exam. Modules 1 to 9 are assessed by such an examination.

B. Programme Assessment

The Programme is assessed as a whole by a final assignment in the form of a Dissertation. The Dissertation will be of not less than 5,000 words to a maximum of 7,000 words. The title of the Dissertation will be provided to MIM in writing, MIM approved tutors will be made available to discuss relevant titles.

Final Assignment	
A Dissertation of not less than 5,000 words to a maximum of 7,000 which can take any one of the following formats:	A. An improvement programme which you feel will be beneficial to an organisation. B. A project in which you are currently or were recently involved. C. A particular research question which requires investigating
Direct Hours	56
Credits	2
Self-Study Hours	240

For information covering the Assessment Procedures one may refer to the relevant Assessment Policy.
