

The MIM Diploma in Management and Leadership

1.0 Programme Overview

Programme Summary	
1. Course Title	Diploma in Management and Leadership
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 Online

The Diploma in Management and Leadership programme combines theory and practice and introduces the fundamental principles of business including leadership, people management, strategy, innovation and change management.

Participants learn through practical and interactive sessions with modules incorporating online supplementary learning. Learning methods include class based sessions, directed reading, self-directed learning and online session. MIM approved tutors have extensive knowledge in the subject being delivered and combine theory and practice to each unit by highlighting practical case studies. MIM tutors are selected due to their academic and practical experience in the related subjects.

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 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, assumption, 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 non specialist audiences.
- Ability to innovate and work in a creative way.
- Ability to respond to change and ability to multi-task.

2.0 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.

3.0 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 and leadership at this level. Participants completing this Diploma may be eligible to read for a Post Graduate Certificate in Business Administration.

4.0 Diploma Structure

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

No	Module	Credits	Classroom Hours	Self-Study Hours
1	Managing Organisational Culture	6	42	180
2	Ethical Organisational Management	6	42	180
3	Managing the Change Process	6	42	180
4	Leading Equality and Diversity	6	42	180
5	Personal Development as a Strategic manager	4	28	120
6	Managerial Networks	6	42	180
7	Management Systems and Structures	6	42	180
8	Managing ideas and Innovation	6	42	180
9	Managerial Decision Making	6	42	180
10	Report Writing and Research Skills	2	14	60
	Final Assignment of over 5,000 words	6	42 hours in class based (credits) 180 hours in research	
Total		60	420	1800

4.1 General Notes

A. Modules 1-9 will follow the following format:

- i. Study Methods:- Class Based Sessions
- ii. Module Assessment: - 3 hour Written Examination.
 - a. Module 10 will require no assignment.

Further detail on the learning procedure of specific modules can be found in section 5.0: Specific Module Overview.

5.0 Specific Module Overview

Module Number 1	
Module Title	Managing Organisational Culture
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about organizational culture, its impact on strategy, performance and the development of appropriate cultures; it also addresses national cultural difference.

Module 1 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	Defining Organisational Culture
Unit 2	10	Diagnosing Organisational Culture
Unit 3	8	Internal and External Factors
Unit 4	8	The Development of Organisational Culture
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 1 Learning Outcomes - Managing Organisational Culture

Learning outcomes	
The learner will:	The learner can:
Be able to understand how organisational culture can impact on organisational behaviour	<ul style="list-style-type: none"> Analyse the concept of culture to organisations. Compare the traits of power culture, role culture, task culture and person culture. Evaluate internal and external factors that could influence organisational culture, including national cultures.
Be able to understand the relationship between organisational culture, strategy and performance	<ul style="list-style-type: none"> Identify values and cultures that encourage behaviours consistent with organisational strategy. Evaluate personal managerial behaviours that reinforce organisational values and cultures. Communicate organisational values to the organisation that motivate the organisation to apply these values.
Be able to understand the skills of cultural development	<ul style="list-style-type: none"> Discuss the tools available to an organisation to identify and develop its culture. Devise methods of dealing with messages and behaviours which are in conflict with organisational values. Determine legitimate strategies and tactics to influence people in support of organisational values. Evaluate how national differences and cultures can impact on transferability of organisational structures, systems and processes.

Module Number 2	
Module Title	Ethical Organisational 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 the principals of organisational ethics, the effect on corporate social responsibility, and leading and managing organisational ethics in differing cultural values systems and ideologies.

Module 2 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	What is Ethics?
Unit 2	10	Ethics in the organisation
Unit 3	8	Impact of ethics in Society
Unit 4	8	Corporate Social Responsibility
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 2 Learning Outcomes - Ethical Organisational Management

<i>Learning Outcomes</i>	
The learner will:	The learner can:
Be able to understand the principals of organisational ethics	<ul style="list-style-type: none">• Discuss the concept of ethics in an organisational context.• Evaluate those factors which could influence organisational ethics.• Outline the effect of organisational ethics on corporate social responsibilities.
Be able to understand ethical codes and related legislation	<ul style="list-style-type: none">• Evaluate an organisational code of ethics.• Interpret ethically related legislation impacting upon organisational accountability.• Evaluate the impact of ethical values and concepts to the different cultures and societies in which organisations may operate.
Be able to understand an integrated approach to business ethics and corporate social responsibility	<ul style="list-style-type: none">• Describe values and beliefs on which ethical decisions can be made by individuals, groups and senior managers in an organisation.• Discuss how a values and beliefs strategy in different cultures and societies could influence their attitudes to the organisation.• Discuss an ethical organisational approach that could recognise and/or respect other cultural value systems or ideologies.

Module Number 3	
Module Title	Managing the Change Process
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about identifying opportunities for change, modeling the change process and managing the change to produce expected outcomes.

Module 3 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	What is Change?
Unit 2	10	The Process of Change in the Organisation
Unit 3	8	Managing Change
Unit 4	8	Analysing the effects of change
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 3 Learning Outcome- Managing the Change Process

<i>Learning Outcomes</i>	
The learner will:	The learner can:
Be able to understand the forces for change in an organisation	<ul style="list-style-type: none">• Determine the organisation's position in the sector and market within which it operates.• Identify an opportunity for change, in support of the organisation's objectives.• Discuss a model or method to identify a change process and the communication of that change process.
Be able to understand the impact of the change process	<ul style="list-style-type: none">• Evaluate the impact of the change process on individuals in the organisation.• Assess the impact of the change on organisational stakeholders.• Analyse the impact of the change on achievement of organisational objectives.
Be able to understand the management of the change process	<ul style="list-style-type: none">• Describe how to secure support for the change process from senior management.• Demonstrate how individuals in the organisation will be supported during the change process.• Construct a plan to implement and monitor the change process.• Analyse the outcome of the change process against the change plan and organisational objectives.

Module Number 4	
Module Title	Leading Equality and Diversity
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about organisational commitment to equality and diversity, and its application and support throughout the organisation.

Module 4 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	Equality and Diversity: The Legislation
Unit 2	8	Equality and Diversity on a Personal Level
Unit 3	8	Equality and Diversity on an Organisational Level
Unit 4	10	Implementing Equality and Diversity
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 4 Learning Outcomes- Leading Equality and Diversity

Learning outcomes	
The learner will:	The learner can:
Be able to understand the commitment to equality of opportunity and diversity	<ul style="list-style-type: none"> • Evaluate the organisation's commitment to equality of opportunity and diversity. • Discuss how behaviour, actions and words, of all members of the organisation, support the commitment to equality of opportunity and diversity. • Identify organisational and personal responsibilities and liabilities under equality legislation and/or codes of practice.
Be able to understand the application of equality of opportunity and diversity	<ul style="list-style-type: none"> • Describe the organisation's equality and diversity policies and how these are communicated within the organisation. • Assess the application of the organisation's commitment to equality of opportunity and diversity. • Review the diversity of the workforce against the local and/or national population and identify areas for review
Be able to understand the needs of others in relation to equality of opportunity and diversity	<ul style="list-style-type: none"> • Explain the requirement to understand individuals' needs, feelings and motivations, and to take an interest in their concerns. • Evaluate the impact of showing respect to others, recognising their value and upholding their rights. • Describe the need for integrity, fairness and consistency in dealings with individuals. • Outline a process for dealing with others whose behaviours, words or actions do not support a commitment to equality of opportunity or diversity.

Module Number 5	
Module Title	Personal Development as a Strategic manager
Hours in Class Based Sessions	28
Credits	4
Self-Study Hours	120
No of Units in Module	5
Module Overview	This unit is about the leadership skills required by a manager to operate effectively at a strategic level.

Module 5 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	6	What is a Strategic manager?
Unit 2	6	The Strategic Direction of the Organisation
Unit 3	5	The Personal Development Plan
Unit 4	6	Staff Welfare in the Organisation
Unit 5	2	Discussion and Research
Assessment	3	Written Examination

Module 5 Learning Outcomes

Module 5 Learning Outcomes	
<i>Learning outcomes</i>	
The learner will:	The learner can:
Be able to identify personal skills to achieve strategic ambitions	<ul style="list-style-type: none"> • Analyse the strategic direction of the organisation. • Evaluate the strategic skills required of the leader to achieve the strategic ambitions. • Assess the relationship between existing, required and future skills to achieve the strategic ambitions.
Be able to manage personal leadership development to support achievement of strategic ambitions	<ul style="list-style-type: none"> • Discuss the opportunities to support leadership development. • Construct a personal development plan to direct leadership development. • Devise an implementation process for the development plan.
Be able to evaluate the effectiveness of the leadership development plan	<ul style="list-style-type: none"> • Assess the achievement of outcomes of the plan against original objectives. • Evaluate the impact of the achievement of objectives on strategic ambitions. • Review and update the leadership development plan.
Be able to advocate a staff welfare environment that supports organisational values	<ul style="list-style-type: none"> • Evaluate the impact of corporate commitment to staff welfare on organisational objectives. • Discuss how staff welfare environment can effect achievement of organisational objectives. • Consider the influence of a corporate commitment to staff welfare on the development of organisational values.

Module Number 6	
Module Title	Managerial Networks
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about developing managerial networks, capitalising on those network and using date or information gained to inform the organisation's objectives.

Module 6 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	Strengthening your Personal Network
Unit 2	8	How to Extract Data from your Network
Unit 3	8	How to Extract Data from your Network
Unit 4	10	Using Your Networks in the Organisation
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 6 Learning Outcomes- Managerial Networks

Learning outcomes	
The learner will:	The learner can:
Be able to understand the development of personal networks to support current and future organisational objectives	<ul style="list-style-type: none"> • Create and maintain personal networks of contacts to meet current and future objectives. • Identify network members who are aware of the benefits of network, and possess influence and skills. • Discuss boundaries of confidentiality within the networks.
Be able to understand how collection of data or information from the networks can inform on the environment in which the organisation operates	<ul style="list-style-type: none"> • Design a data or information gathering process to produce information for planning and operational purposes. • Evaluate data or information to support planning and decision making. • Devise or assess future scenarios within the environment in which the organisation operates.
Be able to understand the skills of encouraging and supporting implementation of ideas, from the network across the organisation	<ul style="list-style-type: none"> • Outline an idea from the network for the organisation. • Compare the balance of risks against benefits that may arise from the idea. • Devise communication methods that underpin acceptance of the idea for the organisation.

Module Number 7	
Module Title	Management Systems and Structures
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about the nature of organisational structure, the impact of centralisation and decentralisation on the management task.

Module 7 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	The Organisational Structure
Unit 2	8	A Centralised Management system
Unit 3	8	A Decentralised Management system
Unit 4	10	Influencing the Organisational Structure
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 7 Learning Outcomes- Management Systems and Structures

Learning outcomes	
The learner will:	The learner can:
Be able to understand the meaning and nature of organisational structure	<ul style="list-style-type: none"> • Compare the objectives of organisational structure and the effect of organisational culture. • Discuss the interrelationship of institutional, managerial and technical levels within an organisational structure. • Evaluate the potential sources of organisational ideas and innovation within an organisational structure.
Be able to understand the design of organisational structure	<ul style="list-style-type: none"> • Analyse the variables that influence organisational structure and systems of management. • Compare the operational functions of an organisation with those functions which support the achievement of the task. • Discuss the implications for an organisation in distinguishing between operational and support functions.
Be able to understand advantages and disadvantages of centralisation and decentralisation	<ul style="list-style-type: none"> • Differentiate between an organisational management system that is centralised and one that is decentralised. • Compare the advantages and disadvantages of a centralised and decentralised system. • Distinguish between management span of control and management chain of command.

Module Number 8	
Module Title	Managing Ideas and Innovation
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about encouraging and supporting the identification and practical implementation of ideas and innovation across the organisation.

Module 8 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	Innovation and Ideas in the Organisation
Unit 2	8	Encouraging Innovation in the Organisation
Unit 3	8	Risks related to Ideas and Innovation
Unit 4	10	Rewarding Innovation in the Organisation
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 8 Learning Outcomes- Managing Ideas and Innovation

Learning outcomes

The learner will:

The learner can:

Be able to understand the identification of ideas and innovation across the organisation

- Discuss the approaches to the encouragement of ideas generation and innovation across the organisation.
- Relate the organisation's strategy to innovation with the organisational objectives.
- Determine methods to communicate the innovation strategy across the organisation.

Be able to understand the encouragement of innovation across the organisation

- Outline a method to motivate others in the organisation to identify ideas and innovations and the sharing of these ideas and innovations.
- Recommend ways to overcome barriers to idea and innovation generation.
- Devise methods to encourage and support originators of ideas and innovations.

Be able to understand the analysis of ideas and innovations

- Evaluate ideas and innovations against the organisation's objectives or opportunities.
- Analyse risks and costs of ideas and innovations against benefits.
- Recommend a course of action for an idea and innovation.
- Define a process that rewards the originators and developers of an idea and innovation.

Module Number 9	
Module Title	Managerial Decision Making
Hours in Class Based Sessions	42
Credits	6
Self-Study Hours	180
No of Units in Module	5
Module Overview	This unit is about the challenges and skills of making difficult or unpopular decisions that must be made in support of the organisational objectives.

Module 9 in Units		
<i>Unit No</i>	<i>Hours</i>	<i>Title</i>
Unit 1	10	Communicating the Organisations Purpose, Values and Vision
Unit 2	8	Supporting Employees during Change
Unit 3	8	Analysing the Decision
Unit 4	10	Taking Difficult/Unpopular Decisions
Unit 5	3	Discussion and Research
Assessment	3	Written Examination

Module 9 Learning Outcomes- Managerial Decision Making

Learning outcomes	
The learner will:	The learner can:
<p>Be able to understand the communication of the organisation's purpose, values and vision</p>	<ul style="list-style-type: none"> • Relate the organisation's purpose, values and vision to people across the organisation. • Identify how organisational plans support the organisation's purpose, values and vision. • Discuss methods of motivating people in the organisation to recognise the links between organisational objectives and organisational purpose, values and vision.
<p>Be able to support and advise individuals' during periods of setback and change</p>	<ul style="list-style-type: none"> • Explain the skills necessary to provide support and advice to people during periods of setback and change. • Assess the types of support and advice people may need and how this can be provided.
<p>Be able to understand the skills to make difficult decisions</p>	<ul style="list-style-type: none"> • Analyse the need for integrity, fairness and consistency in managerial decision making. • Justify the need to make decisions in uncertain situations, or when incomplete information is available. • Determine when to take or implement difficult and/or unpopular decisions to support the organisation's purpose, values or vision. • Discuss communication styles that could be used to communicate difficult and/or unpopular decisions.

Module Number 10	
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	4	Research Strategies and Methodologies
Unit 5	2	Writing the Report and Presenting It
Assessment	N/A	

Module 10 Learning Outcomes- Report Writing and Research Skills

Learning outcomes

The learner will:

The learner can:

Be able to write a professional Report

- 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.
 - Summary and Conclusion.
- 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

- Understanding the importance of developing a research strategy;
- Knowing the difference 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.

6.0 Assessment Procedures

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

A. Modular Assessment

Modular Assessment is based on a 3 hour Written Exam per module.

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:	<p>A. An improvement programme which you feel will be beneficial to an organisation.</p> <p>B. A project in which you are currently or were recently involved.</p> <p>C. A particular research question which requires investigating.</p>
Hours in Class Based Sessions	42
Credits	2
Self-Study Hours	180
