

merit
ASSURANCE • CONSULTANCY • ACADEMY

cmi
Chartered
Management
Institute
CENTRE

MERIT ACADEMY

MERIT EDUCATION LTD

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Your Gateway to Excellence



Ms Linda Purser,
Ex-Executive Director, IC, UK



**Merit's team has
continuously strived to
deliver a customer service
that focuses more on
the partnership than it
does the typical client-
customer relationship,
enabling them to deliver
programmes effectively
and with maximum impact.**



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MESSAGE FROM

THE CEO

At Merit Academy, we believe in education that transforms, not just informs. In a world where leadership and strategy define success, we go beyond conventional training to provide immersive, practical, and globally accredited programmes that equip professionals with the real-world expertise needed to excel.

Unlike traditional institutions, we don't just teach theories—we shape decision-makers, problem-solvers, and visionary leaders. As an Approved Partner of the Chartered Management Institute (CMI), UK, our programmes bridge the gap between knowledge and application, offering hands-on learning experiences guided by industry-leading experts. With a proven track record of empowering executives, managers, and consultants worldwide, we ensure our learners achieve global recognition and career advancement.

At Merit Academy, learning is not a process – it's a transformation. Whether you seek to refine your leadership skills, drive business growth, or gain a competitive edge, we are here to elevate your potential. I invite you to join us and experience the Merit difference – where strategy meets execution, and ambition turns into achievement.

With sincere appreciation and respect,
Hon. Abbas Al Humaid CPA, CFC, CMC, CMgr



OUR
UNWAVERING
COMMITMENT
IS TO **EXCEED**
YOUR
EXPECTATIONS





OUR

Mission

At Merit Academy, our mission is to empower professionals and Organisations with world-class leadership and management education. Through globally accredited programmes, practical learning, and strategic insights, we bridge the gap between knowledge and real-world impact—equipping leaders to drive innovation, navigate challenges, and achieve sustainable success.





WHY CHOOSE

Merit Academy

in today's competitive job market, success isn't just about acquiring knowledge—it's about having the right tools to apply it effectively. At Merit Academy, we provide a competitive edge that ensures you stand out.



Globally Recognized Qualifications That Set You Apart

- ♦ All our qualifications are officially awarded by the Chartered Management Institute (CMI, UK) and regulated by Ofqual, the independent authority in England, ensuring that your certification holds global credibility.
- ♦ Our programmes qualify you for the prestigious “Chartered Manager (CMgr)” designation - the gold standard of leadership accreditation in the UK, giving you a decisive advantage in your career.

Specialized Programmes for Leaders and Business Professionals

- ♦ From strategic leadership to financial analysis and business management, our programmes equip you with practical, high-impact skills that help you thrive in today’s evolving business landscape.
- ♦ Every course is application-driven, ensuring you can implement what you learn immediately and create tangible results in your role or business.

Flexible Learning That Adapts to Your Schedule

- ♦ Choose your preferred learning mode: in-person, live virtual sessions, or on-demand recorded lectures through our advanced digital platform.



At Merit Academy, your certification is more than just a credential, it's your gateway to leadership, business excellence, and real-world impact.





THE LEARNING EXPERIENCE AT

Merit Academy

At Merit Academy, learning is not just about lectures and theory—it's an immersive, hands-on experience that places you in the heart of real-world business challenges leaders and professionals worldwide face.

Learn Through Experience, Not Memorization

Our programmes are designed with interactive, practical learning methodologies. You will engage in real-world case studies, financial modelling, decision-making simulations, and strategic scenario analysis, preparing you for real challenges in your industry.

Learn From Leaders, Not Just About Leadership

Our courses are delivered by globally recognized leadership, finance, and strategy experts, and they provide first-hand insights from experienced professionals rather than just theoretical concepts.



« AT MERIT ACADEMY, WE DON'T
JUST EDUCATE,
WE CULTIVATE REAL LEADERS,
READY TO TAKE ON CHALLENGES
AND DRIVE TRANSFORMATION.



A Learning Environment That Fits Your Needs

- ♦ **in-Person Learning** – Engage directly with expert instructors in a classroom setting.
- ♦ **Live Virtual Learning** – Participate in real-time Zoom sessions with interactive discussions and Q&A.
- ♦ **On-Demand Learning** – Access recorded lectures anytime through our cutting-edge digital learning platform.





PARTNERING

WITH CMI, UK

A RICH LEGACY

Partnering with the Chartered Management institute (CMI) UK, we bring you access to the pinnacle of management and leadership education. CMI has set global standards for managerial excellence, and through our partnership, these standards are integrated into every programme we offer. This collaboration means that as a Merit Academy student, you benefit not just from world-class education but from a global network of professionals, resources, and opportunities that enhance your career trajectory. Whether pursuing a diploma or the prestigious Chartered Manager status, our CMI partnership ensures that you are recognised globally as a leader committed to excellence.

Established in 1947 as the British institute of Management, CMI played a crucial role in the post-war reconstruction of British industry and continues to elevate global management standards today.

With over 160,000 members worldwide, CMI has pioneered management education and thought leadership. As the first to introduce a diploma in management studies, CMI set the global standard for managerial education. The institute's programmes are designed to enhance the skills and knowledge of managers at all levels.





COMMITMENT TO EXCELLENCE

Joining CMI is more than just a membership; it's a commitment to professional excellence, personal growth, and managerial mastery. Whether you are a seasoned manager or an emerging professional, CMI offers numerous opportunities for growth and recognition in management.



HERE'S WHAT YOU GAIN WITH CMI MEMBERSHIP

Joining CMI is more than just a membership; it's a commitment to professional excellence, personal growth, and managerial mastery. Whether you are a seasoned manager or an emerging professional, CMI offers numerous opportunities for growth and recognition in management.



PROFESSIONAL RECOGNITION

Gain globally recognised qualifications that are respected across industries.



CAREER DEVELOPMENT

Access various training programmes and workshops to enhance managerial skills.



NETWORKING OPPORTUNITIES

Connect with a global network of management professionals and industry leaders.



RESOURCES AND INSIGHTS

Benefit from extensive management resources, including research reports, articles, and case studies.

JOIN CMI

Ready to take your managerial career to the next level? By joining CMI, you'll embark on a journey toward becoming a leader in your field. Leverage the institute's resources to stay ahead in your career and contribute to elevating management standards globally. Join CMI today and start your journey towards excellence.

THE VALUE OF BECOMING A CHARTERED MANAGER (CMgr)

Achieving Chartered Manager (CMgr) status, awarded by the Chartered Management Institute (CMI), is the pinnacle of professional management accreditation. Managers who earn this status demonstrate exceptional leadership and management capabilities recognised worldwide.



Here's what you can expect as a Chartered Manager:



FINANCIAL GROWTH

Chartered Managers earn an average of £13,000 more annually than their non-qualified peers, with a potential career earnings increase of £202,000.



CAREER ADVANCEMENT

16% of Chartered Managers receive direct promotions due to their chartered status.



BUSINESS IMPACT

Each Chartered Manager contributes an additional £59,000 annually to their organisation's revenue, with a total impact of £107 million across the UK private sector.



ECONOMIC CONTRIBUTION

Chartered Managers contribute £66 million to the UK GDP annually, with the total economic impact of all active Chartered Managers estimated at £2 billion.

By enrolling in our CMI-accredited programmes, you are advancing your personal and professional development and positioning yourself to achieve this prestigious accreditation, recognised as the benchmark of excellence in management and leadership.





OUR

Values

01

INTEGRITY AND TRANSPARENCY

We believe that trust and credibility are the foundation of true leadership. That's why we uphold the highest ethical standards, professionalism, and quality in all that we do, ensuring a learning experience built on authenticity and responsibility.

02

ACADEMIC EXCELLENCE AND PRACTICAL APPLICATION

Education is not just about knowledge; it's about execution and impact. Our globally accredited programmes integrate strategic analysis, real-world experience, and hands-on application, empowering learners to transform knowledge into tangible results.

03

LEADERSHIP MINDSET AND CONTINUOUS DEVELOPMENT

Great leaders never stop learning and evolving. We cultivate critical thinking, strategic decision-making, and adaptability, ensuring professionals are equipped to lead, innovate, and thrive in an ever-changing world.



**AT MERIT ACADEMY, LEADERSHIP IS NOT JUST A POSITION, IT IS A
LIFELONG COMMITMENT TO GROWTH, TRANSFORMATION, AND IMPACT.**





MEET YOUR EXPERT

Trainers

At Merit Academy, our trainers are more than educators—they are global industry leaders, executive mentors, and strategic innovators with extensive expertise in business transformation, leadership, and investment strategy. They have advised Fortune 500 companies, governments, and high-growth startups, shaping industries and driving large-scale success.

With real-world experience and globally recognized credentials, our trainers deliver practical, high-impact learning that equips professionals with the skills, mindset, and strategic acumen to excel in today's dynamic business landscape.

Learn from the best—because leadership is not just taught, it's lived.

A SAMPLE OF OUR DISTINGUISHED TRAINERS

Below is a selection of renowned experts who lead our programmes, bringing decades of hands-on experience, executive coaching, and global influence to every session.



HON. ABBAS AL HUMAID

CPA, CFE, CMC, CFC, CMgr

Hon. Abbas Al Humaid is a recognized expert in strategic management, financial leadership, and business transformation. With nearly 30 years of experience in executive leadership, investment strategy, and corporate restructuring, he has led national and corporate transformation projects, significantly impacting business strategy and leadership development. Abbas is a State Council of Oman member and the founder and CEO of Merit Group, a leading institution in executive training and strategic consulting.



Key Achievements & Recognition:

- ♦ **Strategic Leadership innovator:** Developed the Strategic Management Process, a globally recognised framework endorsed by CMI (UK), providing a structured approach to strategy execution.
 - ♦ **Author & Thought Leader:** Published books and research on economic development, strategic leadership, and corporate governance, shaping executive thought leadership.
 - ♦ **Corporate & National Transformation Leader:** Led restructuring projects for multi-billion-dollar firms and high-profile government transformation initiatives.
 - ♦ **Leadership Development Expert:** Designed and led CMI-accredited programmes, training senior executives, board members, and government leaders.
 - ♦ **Global Accreditations & Recognition:** Holds prestigious certifications, including Certified Public Accountant (CPA, USA), Certified Fraud Examiner (CFE, USA), Certified Management Consultant (CMC, UK) and Chartered Manager (CMgr, UK).
 - ♦ **Abbas is among the few globally accredited management consultants** recognised by ICMCI, a designation granted to top consultants worldwide.
- With a strong foundation in strategy, leadership transformation, and investment governance, Abbas ensures that participants in the Chief Strategy Officer Diploma gain world-class insights into successfully leading and transforming organisations.



EDWARD F. BOYLE

MBA, CAIA, FMVA

Edward F. Boyle, MBA, CAIA, FMVA, is a renowned strategic growth and investment advisor with an extensive track record in financial strategy, venture capital, and emerging technologies. With over \$1 billion in fundraising experience, he has successfully scaled high-growth startups, worked with top-tier investment firms, and advised Fortune 500 companies, including Apple.



As the Chief Strategy Officer and Co-Founder of multiple hydrogen energy, AI, and aerospace ventures, Edward has developed long-term financial and business strategies, securing high-value investments and market expansion. His expertise extends to financial modelling, valuation strategies, M&A, and IPO planning, making him a highly sought-after advisor for CEOs, venture capitalists, and tech innovators.

Edward has held portfolio management roles at top-tier asset management firms, overseeing investments for funds up to \$250 billion and managing AI-driven financial strategies. His early-stage VC fundraising expertise has led to collaborations with industry giants like Khosla Ventures, A16Z, and the Saudi Sovereign Wealth Fund.

An MIT and Stanford-trained AI strategist, Edward holds a Master's in Smart Product Design and AI from Stanford University, an MBA from Boston University (Heidelberg, Germany campus), and a Bachelor's in Aerospace from the United States Military Academy at West Point. He is a Certified Alternative investment Analyst (CAIA), a Financial Modelling and Valuation Analyst (FMVA), and an expert in blockchain finance.

With a diverse background in global markets, military leadership, and high-growth investment strategies, Edward brings unparalleled insights into strategic leadership, business transformation, and financial scalability, making him a cornerstone instructor for the Chief Strategy Officer Diploma.





DENIS OAKLEY

Denis Oakley is a renowned strategic advisor, entrepreneur, and mentor with extensive experience in business transformation, innovation, and startup acceleration. Known for his ability to shift mindsets and drive exponential growth, he has successfully worked with Fortune 100 companies, high-growth startups, and government organisations to develop scalable strategies and enhance business performance. Denis has a proven track record of mentoring startup founders from Seed to Series B and designing and delivering acceleration and incubation programmes. His expertise spans corporate strategy, growth marketing, product innovation, and operational optimisation.

Key Achievements & Recognition:

- ♦ Led the Next47 Startup School for Siemens, mentoring 1,000+ intrapreneurs, doubling internal funding, and increasing sales by 26%.
 - ♦ Advised a US healthcare charity on business reinvention, securing Tier 1 pharma companies for a \$150K membership programme.
 - ♦ Scaled operations 5x for a food delivery startup, reducing delivery times by 90%.
 - ♦ Mentored B2B SaaS founders on VISA's FinTech Accelerator, refining GTM strategies.
 - ♦ Led a turnaround strategy for a Malaysian aged care company, restoring profitability and securing a successful sale.
 - ♦ Advised Nuon.ai on its seed round fundraising, raising £300K in three weeks.
- Denis is also a lecturer in innovation and entrepreneurship at the University of Warwick, specialising in manufacturing and life sciences. He has designed and delivered executive training, MBA courses, and innovation workshops across Europe, the Middle East, and the Far East, collaborating with 500 Global, Warwick University's Deep Tech innovation Centre, and iCURE.
- He holds an MBA from Warwick Business School and a BA in Philosophy from the University of Bristol. A TEDx speaker, ultramarathoner, and Fellow of The Royal Society for Arts and The Lunar Society, Denis brings a unique blend of strategic insight, entrepreneurial expertise, and hands-on mentoring to the Chief Strategy Officer Diploma, ensuring participants gain practical strategies for driving innovation and business growth.



DR JONATHAN STEARNS

Dr Jonathan Stearns is a highly experienced strategy and management expert with over 25 years of experience in executive leadership and consulting. He specialises in solving complex operational, commercial, and financial challenges for businesses of all sizes, from large enterprises to mid and small-cap companies.



Jonathan is known for his analytical approach and ability to develop and implement clear, results-driven strategies that help organisations optimise performance and navigate dynamic business environments. His expertise spans corporate strategy, business performance management, risk and fraud management, and strategic project execution.

Key Strategic Projects:

- ♦ Advised the Oman government on maximizing the economic impact of Expo 2020 Dubai, overseeing 10 government entities for 18 months.
- ♦ Developed strategic and business plans for the Oman Arbitration Center, including a five-year financial model.
- ♦ Conducted strategic assessments for Honda, Panasonic, Bluestar, and Raymond Weil, enhancing profitability.

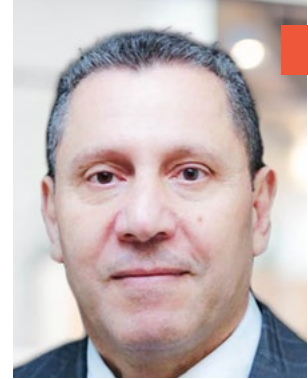
- ♦ Led a large-scale mobilization of 2,500 employees, ensuring timely delivery and securing \$168 million in milestone payments.
- ♦ Implemented business continuity and disaster recovery plans for oil and gas companies.

Jonathan holds a Doctorate in Business Management (PhD) from Central Western University, an MBA in Organisational Development from Regent University, and a Bachelor's degree in Organisational and interpersonal communication from Oral Roberts University. He is also Six Sigma Black Belt certified, further strengthening his expertise in operational excellence.

With a proven track record in business transformation, strategic development, and leadership training, Jonathan is a key trainer for the Chief Strategy Officer Diploma, bringing real-world experience and actionable insights to executive participants.



| DR. MWAFFAQ AL ZIADAT



Dr. Mwaffaq Al Ziadat is a renowned expert in strategic planning, Organisational excellence, and education. With over thirty years of experience guiding institutions toward sustainable growth and operational excellence, his extensive background in governance, corporate social responsibility (CSR), risk management, and leadership development has made him a key figure in transforming Organisations across the Middle East.

Academic & Professional Qualifications:

- ♦ Ph.D. in Leadership and Master's in Management-Education, both with top honors from Amman Arabia for Graduate Studies.
- ♦ Holds multiple ISO certifications, including ISO 9001 (Quality Management), ISO 22301 (Business Continuity), ISO 31000 (Risk Management), and ISO 26000 (CSR).
- ♦ Served as audit team leader, assessor, and system implementer in governance and institutional excellence programmes.

Professional Experience & Key Achievements:

- ♦ institutional Excellence & Governance – A recognized leader in developing strategic foresight and governance framework, working with Dubai Ambulance Services, Dubai Municipality, and top government institutions to craft future-ready policies and strategic plans.
- ♦ Leadership in Excellence Awards – Served as a technical committee member for the Sheikh Mohammed Bin Rashid Sports innovation Award, the Abu Dhabi Award for Excellence in Government Performance, and the Queen Rania Al Abdullah Award for Excellence in Education.

- ♦ Corporate Social Responsibility & Knowledge Management – Designed CSR strategies and governance manuals for governmental and private entities, including the Ministry of Presidential Affairs (UAE) and the UAE Development Authority.
- ♦ Academic & Training Leadership – Developed and delivered executive training programmes to hundreds of leaders in strategic planning, risk management, and corporate governance, alongside his tenure as Principal at the Latin Patriarchate School.
- ♦ Published Author & Thought Leader – Contributed to international conferences, research publications, and policy frameworks, including guides on Knowledge Management Systems in public institutions and CSR action plans.

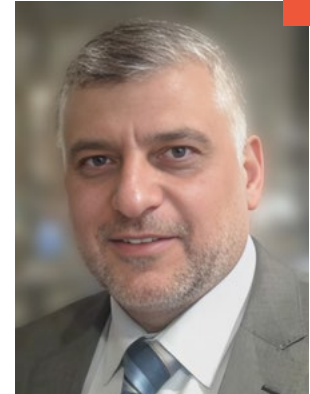
Why Dr. Mwaffaq Al Ziadat?

Dr. Al Ziadat is more than an expert—a visionary strategist and mentor dedicated to empowering Organisations and individuals through strategic foresight, governance, and operational excellence. His ability to integrate academic knowledge with real-world application makes him a valuable asset to Merit Academy's executive leadership programmes.



DR. AHMED HUSSEIN AL-MASHHARAWI

Dr. Ahmed Al-Mashharawi is a renowned expert in strategic management and financial leadership. He has extensive experience in institutional development, strategy formulation, and executive coaching across various industries. He has been a consultant and executive trainer for leading financial institutions, Islamic banks, and universities, driving transformational strategies that have reshaped Organisations and empowered leadership teams.



Academic & Professional Qualifications:

- ◆ Holds three doctoral degrees in Business Administration, Accounting & Finance, and Strategic Management, alongside dual master's degrees in Business Administration and Accounting.
- ◆ Certified Arab Public Accountant (A.C.P.A.), Palestinian Public Accountant (P.C.P.A.), and Financial Arbitrator in financial disputes.

Professional Experience & Key Achievements:

- ◆ institutional Strategy Development – Led the strategic plan development for Al-Basar international Foundation and Makkah Eye Hospitals (2016-2025).
- ◆ Research & Educational Consulting – Conducted a World Bank-funded study on aligning higher education outcomes with labour market needs.

- ◆ Economic Feasibility Studies – Played a pivotal role in establishing and developing universities in Gaza, Sudan, and Turkey.
- ◆ Executive Training & Leadership Development – Trained hundreds of senior executives in Malaysia, Turkey, Qatar, Sudan, and Egypt, specializing in strategic leadership and institutional transformation.
- ◆ Academic Supervision & Research – Supervised master's theses in strategic management and finance and contributed to published research on corporate governance and investment strategies.

Why Dr. Ahmed Al-Mashharawi?

With a proven track record in designing and executing high-impact strategies, Dr. Ahmed equips institutions with the tools for sustainable growth and transformative leadership. His strategic vision and hands-on expertise make him a valuable asset to Merit Academy's Executive Strategy Director Programme.





TESTIMONIALS

AND ACHIEVEMENTS



INSTITUTE OF BUSINESS CONSULTING (IBC, UK)

We received the Institute of Business Consulting “The Most Outstanding Centre” Award at a prestigious London ceremony, recognising our outstanding contribution to promoting skills and learning development.



MS LINDA PURSER, EX-EXECUTIVE Director, Institute of Consulting, UK (IC, UK)

“The team at IMC Middle East is well known for promoting high-quality standards in consulting, so I am delighted that their excellent approach is now receiving recognition. The team has continuously strived to deliver a customer service that focuses more on the partnership than it does the typical client-customer relationship, enabling them to deliver programmes effectively and with maximum impact. We applaud this approach and the team’s passion and determination to succeed.”





CHARTERED MANAGEMENT INSTITUTE (CMI, UK)

We were the only centre in the world to be entrusted by the UK's Chartered Management Institute (CMI) to teach their Level 7 postgraduate diplomas in Management and Leadership in a language other than English.



DURHAM UNIVERSITY UK

Durham University, one of the most acclaimed international institutions globally, ranked our level 7 Diploma as “high-quality” training.



CHARTERED MANAGEMENT INSTITUTE (CMI, UK)

We have been approved by the (CMI) as a “Chartered Manager integration Centre”, the first centre outside the UK, in which Abbas is only one of two outside of the UK accredited to assess candidates for Chartered Manager (CMgr) status, the ultimate accolade for any practising professional manager.

The background is a dark blue gradient. Faintly visible in the background is a large compass rose with the word 'LEADERSHIP' arched across its top. In the lower right quadrant, there is a stylized, three-dimensional paper boat in a light blue-grey color.

Administrative and Leadership Programms



CHIEF STRATEGY OFFICER PROGRAMME

CMI **LEVEL 8 DIPLOMA** (THE
DOCTORATE LEVEL) IN STRATEGIC
DIRECTION AND LEADERSHIP



Contents



About

The Diploma

WHY JOIN THE PROGRAMME?

Globally Recognized Qualification

Earn a CMI Level 8 Diploma (PhD Level) in Strategic Direction and Leadership, UK.

Prestigious Professional Title

This programme qualifies you for the Chartered Manager (CMgr) designation, one of the most respected leadership titles worldwide.

Available in English and Arabic

Making it accessible to a wide range of executives and business leaders.

Learn from Global Experts

Led by renowned strategy and leadership specialists from the USA and UK, with decades of experience in Fortune 100 companies, global consulting, and executive training.

Unlimited Career Opportunities

Boost your professional standing, gain wider employment and promotion prospects, and offer your expertise as a strategic consultant to increase your income and grow your business.

A Flexible Programme for Leaders

Only 17 classroom days over a span of 7 to 12 months.

Learn Your Way

Personalize your learning journey to fit your lifestyle and schedule — whether through in-person classes, live virtual sessions, or on-demand recorded content. All delivered within an engaging, interactive environment filled with challenges, gamified activities, and dynamic learning experiences.



Awarding Body

Chartered Management Institute (CMI), UK

Qualification Level

Level 8 (Doctorate level in the UK Professional Qualifications Framework)

Language of instruction

English / Arabic

Programme Duration

Flexible, ranging from 7 to 12 months depending on the learners pace

THE PURPOSE OF THE DIPLOMA

The primary aim of this diploma is to transform participants into proficient strategic management consultants and leaders capable of conceptualising, planning, and executing complex strategies seamlessly. By diving deep into a 12-step strategic management model segmented across four phase:

1. Strategic assessment
2. Strategy formulation
3. Strategy implementation
4. Strategic oversight.

This programme enables learners to convert strategic frameworks into actionable plans. It goes beyond theoretical learning, focusing on real-world application through hands-on assignments, case studies, and peer discussions.



EARN A GLOBALLY RECOGNIZED QUALIFICATION AT THE DOCTORATE LEVEL IN STRATEGIC DIRECTION AND LEADERSHIP FROM UK AND JOIN THE RANKS OF ELITE CERTIFIED LEADERS!



THIS DIPLOMA IS DESIGNED TO ENABLE PARTICIPANTS TO:



Formulate and implement innovative strategies:

Provide participants with the necessary tools to analyse strategic situations in depth, formulate effective and innovative plans, and implement them in real life with professionalism and skillfulness.



Improve communication and negotiation skills:

Develop their ability to communicate effectively and negotiate with internal and external stakeholders to achieve strategic goals.



Lead change: Enhance their ability to lead and manage strategic change within their organisations, with a focus on sustainability and long-term growth.



Practical application: Apply knowledge directly in their professional contexts through real-life projects and contemporary case studies, enhancing their understanding and equipping them with immediately applicable skills.

ENTRY REQUIREMENTS

- ♦ **A Level 7 qualification or an equivalent degree is required.** If not available, applicants can qualify by successfully completing either Strategic Leadership or Strategic Leadership Practice.
- ♦ **A minimum of 3 years of experience in a senior management role.**



EXPERIENCE AN INTERACTIVE LEARNING STYLE

- **Applied Tasks:**

Delve into real-world scenarios and apply your knowledge through comprehensive tasks.

- **Collaborative Sessions:**

Participate in group discussions, brainstorming sessions, and collaborative projects to enhance team interaction.

- **Peer Feedback:**

Benefit from diverse perspectives as you present your research findings and receive constructive feedback from fellow participants.

- **Case Study Analysis:**

Deepen your understanding of real business cases, analyse challenges, and develop strategic solutions.

- **Interactive Learning Programmes:**

Engage in dynamic learning programmes that go beyond traditional lectures, ensuring active participation and comprehension.

Experience a dynamic and interactive learning experience that mirrors the real business world.



DIPLOMA STRUCTURE

The primary aim of this Diploma is to cultivate individuals into proficient strategic management consultants and professionals. This is achieved through the meticulous exploration of four key components:

1. in-depth Exploration of Strategic Concepts:

We extensively discuss strategic principles, tools, and procedures. The classroom environment is utilised as an interactive platform for practical learning.

2. Real-Life Case Studies:

To ensure concrete understanding, students are encouraged to apply the discussed strategic concepts and tools to real-world scenarios within the classroom.

3. Hands-On Assignments:

The participants are tasked to implement the learned concepts and tools within an organisation of their choice. This is integral to the learning process, bridging the gap between theory and practice.

4. Interactive Discussion of Assignment Outcomes:

Interested participants present their assignment results in an open classroom forum, which fosters a vibrant exchange of ideas, constructive criticism, and feedback from peers. This component comprises:

- **Presentation of Findings:**

Students must prepare a professional presentation detailing their findings and providing evidence-based results and recommendations.

- **Personal Video Summary:**

Interested participants record a concise video summarising their project. This video is uploaded to the programme's digital platform for broader exposure and feedback.

- **Classroom Debate:**

A rigorous professional discussion ensues among the participants. They present and defend their findings, tackle questions, address critiques, and incorporate diverse viewpoints. This process enhances the depth of intellectual debate and understanding.

- **Advanced Research and Analysis**

We allocate ample time for in-depth research, comprehensive analysis, presentation preparation, and professional discussions. We emphasise that credible sources and relevant evidence should support all analyses and recommendations.

The programme's curriculum thoroughly covers a strategic management model of twelve processes. These processes are segmented into seven independent units for a streamlined learning experience.





Flexible & innovative Learning Options at Merit Academy

Welcome to Merit Academy - where we craft exceptional learning experiences that are flexible, diverse, and engaging!

At Merit Academy, we believe that every learner is unique. That's why we offer a variety of learning pathways tailored to suit your needs, goals, and lifestyle:

in-Person Learning

Join our dynamic classroom sessions and engage face-to-face with distinguished instructors and peers in an interactive and inspiring environment.

Live Virtual Learning

Participate in real-time online sessions through our advanced digital platform - experience the same quality of interaction and collaboration from anywhere in the world.

Recorded Sessions

Can't attend live? No problem! All sessions are recorded and available on-demand, so you can revisit them at your convenience and pace.

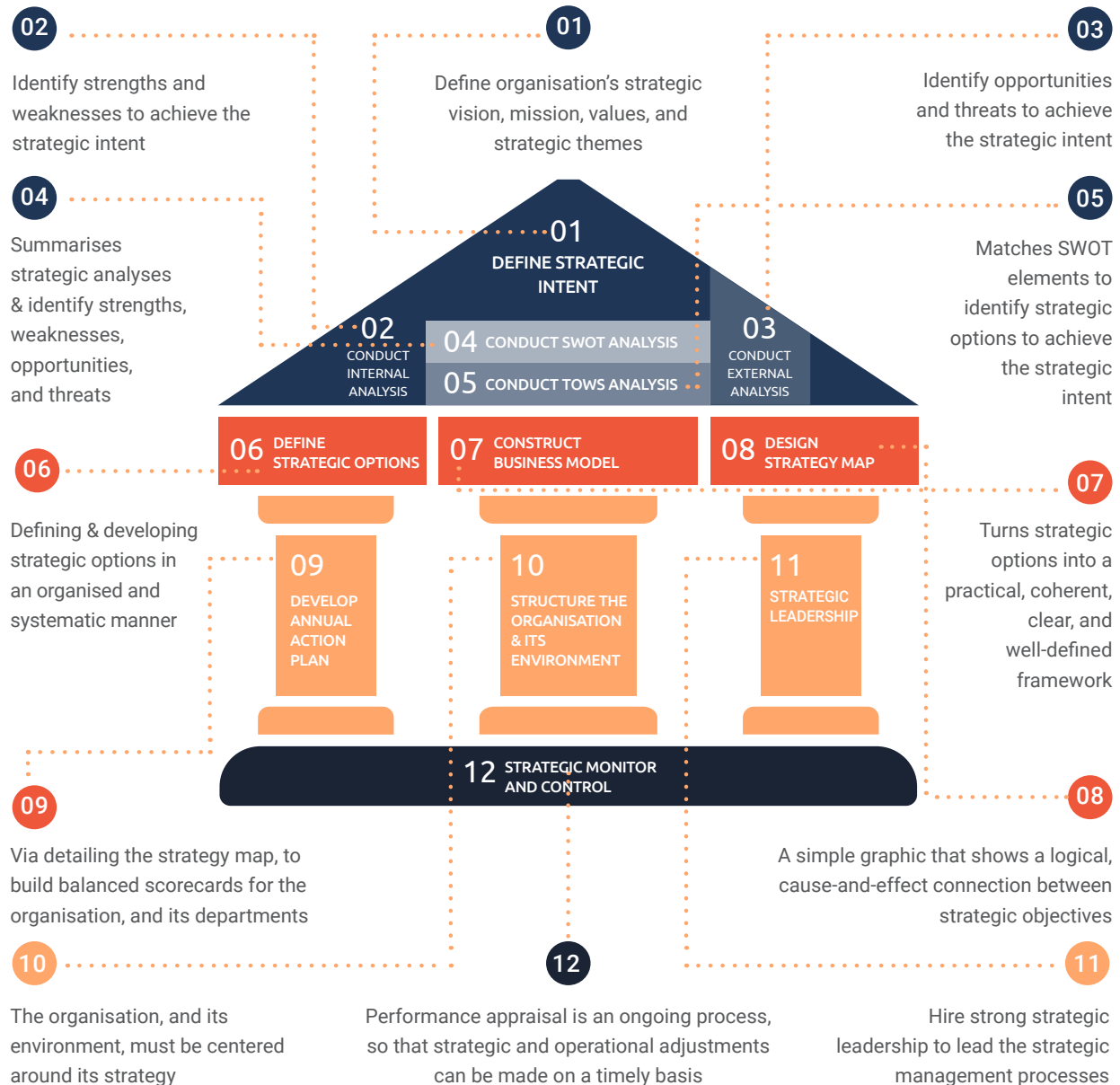
Self-Paced eLearning

Learn at your own rhythm with our interactive digital content - including instructional videos, mental exercises, challenges, and educational games - designed to simplify concepts and maximize your learning.

◀◀ **At Merit Academy, we design a learning experience around you because you deserve the very best!**



STRATEGIC MANAGEMENT PROCEDURES MODEL





DIPLOMA MODULES

The diploma consists of seven independent Units designed to transform you into a strategic leader.

1. Strategic Management and Strategic intent:

Delve into the core of strategic thinking and develop clear and actionable intents.

2. Strategic Analysis:

Understand the complexities involved in analysing business environments and internal capabilities.

3. Strategy Formulation:

Formulate strategies that align with your organisation's goals and market requirements.

4. Strategic Implementation and Operational Plan:

Translate strategies into real-world actions and plans.

5. Managing Organisational Environment and Structure:

Address the complexities of organisational dynamics to achieve strategic success.

6. Strategic Leadership and Change Management:

Lead with vision and insight, drive change forward, and effectively manage challenges.

7. Strategic Control and Monitoring:

Establish systems to track, measure, and improve strategic progress.





Units' **Breakdown**

1

STRATEGIC MANAGEMENT AND STRATEGIC INTENT



OBJECTIVE

1. Understand and Appreciate the Fundamentals of Strategic Management and Strategic intent: Gain a comprehensive understanding of the foundational principles of strategic management and strategic intent. This includes learning about the strategic management process, the role of strategic intent in guiding organisational direction, and the interplay between strategic planning, execution, and assessment.
2. The objective is to equip students with the essential knowledge and analytical skills to comprehend and effectively respond to strategic challenges in a business environment.



LEARNING OUTCOMES

- Demonstrate a comprehensive understanding of general frameworks of strategic management.
- Develop the ability to formulate the strategic intent of an organisation or project.



ASSESSMENT TASK

Participants will complete two assignments:

- Guide on Advanced Strategic Analysis Steps: This guide critically evaluates an organisation's strategic actions and recommends improvement.
- Comparative Strategic intent Analysis: As a strategy consultant, participants will compare two organisations' strategic intents and define a strategic direction for one, offering actionable recommendations.



2

STRATEGIC ANALYSIS



OBJECTIVES

1. To gain a comprehensive understanding of strategic analysis concepts and methodologies, including but not limited to PESTEL Analysis, Porter's Five-Forces, SWOT Analysis, and Value Chain Analysis.
2. To develop the skills necessary for robust strategic analysis, focusing on critical thinking, data interpretation, and strategic decision-making.
3. Understand the interplay between an organisation's strategy, external environment, and internal capabilities and resources.
4. To appreciate the role of strategic analysis in informing the development and implementation of successful business strategies.
5. To apply theoretical knowledge in a practical setting through case studies and real-world scenarios, thus enhancing problem-solving abilities in a strategic context.
6. To effectively communicate the results of a strategic analysis, in both written and verbal formats, to various stakeholders, including management, colleagues, and clients.



LEARNING OUTCOMES

- Comprehensively understand strategic analysis tools and methodologies.
- Conduct internal strategic analysis and assess the impact of the internal environment on strategic decision-making.
- Conduct external strategic analysis and assess the impact of the external environment on strategic decision-making.
- To Convert the strategic analysis findings into strategic options using SWOT and TOWS matrices.
- Demonstrate a comprehensive understanding of effective techniques for sharing analysis outcomes with team members, recognizing the importance of communication in strategic management.



ASSESSMENT TASK

Building on the outcomes of Unit 1, participants will continue working on the same organisation to conduct a complete strategic analysis. This includes:

- internal and external environment analysis
- Strategic options generation using SWOT and TOWS
- Communication strategy for presenting analysis results



3

STRATEGIC FORMULATION



OBJECTIVES

1. To understand and apply strategic business models in real-world scenarios, acquire proficiency in developing business canvas models that succinctly capture an organisation's value proposition, customer segments, channels, customer relationships, key activities, key resources, key partners, cost structure, and revenue streams.
2. Additionally, to design and interpret strategy maps visually representing an organisation's strategic objectives and the causal relationships between them, aligning these objectives with the business canvas model to foster an effective strategic plan.



LEARNING OUTCOMES

- Implement strategic business models, turning the TOWS matrix into clearly defined strategic options.
- Design the business canvas model for an organisation that stems from its strategic options.
- Design a strategy map based on its business canvas model and strategic options.



ASSESSMENT TASK

Continuing the integrated work in the same organisation, participants are required to:

- Formulate strategic options based on a TOWS analysis using four strategic models.
- Design a Business Canvas Model that reflects the selected strategic options.
- Develop a comprehensive Strategy Map illustrating the alignment between strategic objectives, the business model, and choices.



4

STRATEGIC IMPLEMENTATION AND OPERATIONAL PLAN



OBJECTIVES

1. **Understanding Operational Planning:** Acquire an in-depth understanding of the key concepts, methodologies, and tools in operational planning, including its role in executing strategic initiatives.
2. **Balanced Scorecard Mastery:** Master using the Balanced Scorecard approach for operational planning and strategic implementation. Understand how this tool aligns daily operations with strategic objectives.
3. **Strategy to Action:** Develop the ability to translate strategic objectives into operational actions and tasks, ensuring alignment between strategy and implementation.
4. **Performance Measures:** Learn how to establish, track, and analyse performance measures based on the Balanced Scorecard to assess the success of the operational plan and its alignment with strategic goals.
5. **Stakeholder Engagement:** Understand the importance of stakeholder engagement in the operational planning and strategic implementation process and develop strategies to involve key stakeholders effectively.
6. **Formulating Annual Operational Plan:** Gain the skills needed to create a comprehensive annual operational work plan using a Balanced Scorecard approach, ensuring it effectively supports the organisation's strategic direction.
7. **Effective Implementation:** Learn the principles and best practices of effectively implementing the operational plan while monitoring and adjusting it based on performance measures and changing circumstances.



LEARNING OUTCOMES

- **Master Strategic Implementation:** Demonstrate a comprehensive understanding of strategic implementation principles across various organisational contexts.
- **Develop Operational Plans:** Construct a detailed annual plan using the Balanced Scorecard to reflect strategic goals.



ASSESSMENT TASK

Building on the Strategy Map developed in Unit 3, participants will:

- Analyse enablers and barriers to successful strategy implementation within their selected organisation.
- Develop a comprehensive Annual Operational Plan based on the Balanced Scorecard, aligned with the strategic objectives, and detail how it will be communicated across the organisation.



5

MANAGING ORGANISATIONAL ENVIRONMENT AND STRUCTURE



OBJECTIVES

1. To attain proficiency in managing organisational structure and culture, understanding their implications on strategic and operational plans, and developing the ability to apply risk management principles and maintain organisational agility in dynamic business environments.
2. The aim is to enhance students' comprehension of these crucial aspects of strategic management and improve their practical skills in these areas for effective strategic execution.



ASSESSMENT TASK

Participants will continue working on the same organisation selected in earlier units to:

- Analyse organisational structure and flexibility
- Assess strategic risks and propose mitigation plans
- Examine organisational culture and its impact on performance
- Recommend strategies to enhance agility and adaptability



LEARNING OUTCOMES

- Gain an in-depth understanding of the effective management of the organisational structure, demonstrating the capability to align it with strategic and operational plans to achieve business goals.
- Develop and demonstrate the competence to integrate risk management principles within strategic planning processes, acknowledging their role in mitigating potential organisational threats.
- Understand and apply concepts of organisational culture management, underlining its pivotal role in strategic execution and the overall performance of an organisation.
- Acquire a comprehensive understanding of organisational agility and flexibility, recognizing their impact on an organisation's ability to adapt and respond to dynamic business environments.



6

STRATEGIC LEADERSHIP AND CHANGE MANAGEMENT



OBJECTIVES

1. To develop the capacity to lead strategic initiatives effectively and manage organisational change processes through a comprehensive understanding of strategic leadership principles and change management strategies.
2. This unit aims to equip students with the skills to drive organisational success, implement effective change, and foster continuous learning within an organisation to align with strategic objectives and enhance overall performance.



LEARNING OUTCOMES

- Demonstrate leveraging strategic leadership capabilities to drive organisational success and facilitate strategic change.
- Develop and implement effective change management strategies that align with and support achieving organisational goals.
- Exhibit proficiency in managing employee training and development initiatives, focusing on continuous learning in meeting strategic objectives.



ASSESSMENT TASK

Participants will continue working in the same organisation to:

- Identify and apply key strategic leadership skills to lead change
- Develop a practical guide to managing organisational change and overcoming resistance
- Create a strategic personal and team development plan to support long-term growth



7

STRATEGIC CONTROL AND MONITORING



OBJECTIVE

To enhance the understanding and application of strategic control and monitoring processes for organisational performance optimisation.



ASSESSMENT TASK

Participants will continue working in the same organisation to:

- Analyse and improve the current strategic control and monitoring system
- Develop a plan to manage business obstacles and enhance accountability mechanisms
- Create a practical guide for implementing strategic control processes using appropriate tools and technologies



LEARNING OUTCOMES

- Understand and critically analyse the role, nature, and procedures of strategic control and monitoring in the context of organisational performance.
- Develop an in-depth understanding of accountability mechanisms, strategies for identifying and managing business impediments, and various progress measurement and reporting methodologies.
- Demonstrate competence in managing strategic control and monitoring processes, employing suitable methodologies and technologies.





CMI LEVEL 8 DIPLOMA IN

STRATEGIC DIRECTION AND LEADERSHIP



Contents



About

The Diploma



WHY JOIN THE PROGRAMME?

A Globally Recognized Professional Designation

The programme qualifies you to obtain the Chartered Manager Designation, one of the highest managerial titles globally.

A Programme Suitable for Leaders

Only 35 study days spread over 7 months, with flexible attendance options (in-person or online).



Awarding Body

Chartered Management Institute (CMI), UK

Qualification Level

Level 8 (Doctorate level in the UK Professional Qualifications Framework)

Language of instruction

English / Arabic

Programme Duration

Flexible, ranging from 7 to 12 months depending on the learners pace

PROGRAMME OVERVIEW

The Level 8 Diploma in Strategic Direction and Leadership is an elite leadership qualification designed to empower executives and strategic decision-makers to transform Organisational vision into tangible results. The programme focuses on developing multi-Organisational strategies, enhancing leadership competencies, and navigating complex business environments effectively.

Who is this qualification for?

- ♦ CEOs and Managing Directors
- ♦ Strategic Leaders in Various Sectors
- ♦ Senior Executives in Major Corporations and Government institutions
- ♦ High-level Managers Seeking to Enhance Their Leadership Capabilities



EARN A GLOBALLY RECOGNIZED QUALIFICATION AT THE DOCTORATE LEVEL IN STRATEGIC DIRECTION AND LEADERSHIP FROM UK AND JOIN THE RANKS OF ELITE CERTIFIED LEADERS!



PROGRAMME OBJECTIVES

- ♦ **Develop advanced strategic leadership skills** applicable across industries and Organisations
- ♦ **Enhance strategic thinking and planning capabilities** to support corporate vision
- ♦ **Apply the latest leadership and management concepts** in strategic decision-making
- ♦ **Analyze and manage inter-Organisational relationships** to build effective strategic partnerships
- ♦ **Master risk assessment and data-driven decision-making** for high-impact leadership

QUALIFICATION OPTIONS

- ♦ **Award (Certificate)** – Ideal for professionals looking to develop **specific leadership skills** without committing to the full diploma. Requires completion of at least **one unit (10 credits)**.
- ♦ **Diploma** – The **comprehensive leadership programme**, covering all required units with a total of **67 credits**.



PROGRAMME STRUCTURE

Core Units:

1. **Strategic Leadership Practice** (A combination of theoretical knowledge and practical leadership application).
2. **Personal Development as a Strategic Leader** (Focusing on self-development and executive leadership growth).
3. **Collective Strategy Development** (Formulating strategic plans across different entities).
4. **inter-Organisational Strategic Planning** (Developing and integrating strategies across multiple Organisations).
5. **inter-Organisational Strategic Direction** (Analyzing external business environments and managing institutional change).
6. **Strategic Communication** (Strengthening leadership communication within and beyond the Organisation).
7. **Strategic Culture** (Understanding the influence of Organisational values and culture on decision-making).

Each unit requires in-depth study, strategic analysis, and practical application to ensure competency in real-world leadership scenarios.

ENTRY REQUIREMENTS

- ♦ **A Level 7 qualification or an equivalent degree is required.** If not available, applicants can qualify by successfully completing either Strategic Leadership or Strategic Leadership Practice.
- ♦ **A minimum of 3 years of experience in a senior management role.**
- ♦ **Basic knowledge of strategic management and leadership principles.**

ASSESSMENT METHODS

Assessments are based on real-world projects, advanced case studies, analytical reports, and professional presentations, adhering to high academic standards (4,000-4,500 words per unit).





Are You Ready to Elevate Your Leadership Skills?

Join the Strategic Leadership
Diploma today and become a globally
certified leader!





Units' **Breakdown**

7014

PRACTICE STRATEGIC LEADERSHIP



Unit Aims

This unit explores the relationship between strategic management and leadership, examining leadership principles, theories, and their practical impact on Organisational strategy. It aims to develop leaders who can balance strategic decision-making with effective leadership practices to drive Organisational success.



Learning Outcomes

- Understand the relationship between strategic management and leadership
- Understand leadership principles that support Organisational values
- Understand leadership strategies and their impact on Organisational direction



Assessment Task

- This assessment evaluates the learner's ability to analyze strategic leadership competencies, assess the implementation of strategic steps in Organisations, and propose recommendations for enhancing Organisational performance.
- Learners will produce a comprehensive strategic report integrating leadership competency analysis, Organisational strategy evaluation, and strategic recommendations for performance improvement.
- This assessment ensures that learners demonstrate advanced leadership analysis, strategic execution capabilities, and the ability to refine leadership strategies to align with Organisational goals. It prepares them for high-level leadership roles, change management, and driving strategic transformations.

Credit Value

7 Credit

Total Unit Time

70 Hour

Guided Learning
Hours

30 Hour



8001

PERSONAL DEVELOPMENT AS A STRATEGIC LEADER



Unit Aims

This unit is designed to enable directors and senior managers to develop inter-organisational personal development strategies that will support the achievement of strategic leadership ambitions.



Learning Outcomes

- Be able to identify personal skills to achieve strategic leadership ambitions
- Be able to manage personal leadership development to support achievement of strategic leadership ambitions
- Be able to evaluate the effectiveness of the strategic leadership development plan
- Be able to assess the impact of strategic leadership development on the success of inter-organisational strategy



Assessment Task

- This assessment evaluates the learner's ability to analyze leadership competencies, develop a strategic personal development plan (PDP), and assess the impact of strategic leadership on Organisational performance and inter-Organisational collaboration.
- The learner will produce a comprehensive strategic report integrating self-assessment, leadership development planning, execution review, and impact analysis.
- This assessment ensures that learners demonstrate advanced leadership competency, strategic planning, and impact evaluation, preparing them for high-level leadership roles in complex business environments.

Credit Value

10 Credit

Total Unit Time

100 Hour

Guided Learning
Hours

30 Hour



8002

COLLECTIVE STRATEGY DEVELOPMENT



Unit Aims

This unit is about the strategic leadership skills that directors and senior managers require to lead organisations involved in inter-organisational strategic activity.



Learning Outcomes

- Be able to evaluate what is meant by collective strategy
- Be able to analyse and evaluate the factors that influence collective strategy
- Be able to lead the process of developing and formulating collective strategy
- Be able to describe the relationship between organisational and collective strategy



Assessment Task

- This assessment evaluates the learner's ability to analyze and develop collective strategies, assess the impact of external and internal factors on strategic decision-making, and lead the formulation of collective strategies that align with Organisational and inter-Organisational objectives.
- The learner will produce a comprehensive strategic report that integrates environmental analysis, strategic evaluation, collective strategy development, and implementation assessment.
- This comprehensive assessment task ensures that learners demonstrate advanced strategic thinking and leadership skills by integrating environmental analysis, strategic planning, and impact evaluation into a single cohesive strategy report.

Credit Value

10 Credit

Total Unit Time

100 Hour

Guided Learning
Hours

30 Hour



8003

INTER-ORGANISATIONAL STRATEGIC PLANNING



Unit Aims

This unit is designed to enable directors and senior managers to develop their knowledge and understanding of strategic planning across Organisations whilst maintaining the integrity of the individual strategies of participating Organisations.



Learning Outcomes

- Be able to analyze the planning and implementation of existing inter-Organisational strategies
- Be able to analyze the theories and methods of strategy formulation used by different Organisations and administrations
- Be able to evaluate the role and impact of strategic intelligence
- Be able to research the impact of cultural differences on the principles and practicalities of inter-Organisational policy and strategy



Assessment Task

- This assessment evaluates the learner's ability to analyze inter-Organisational strategic planning, assess key influencing factors, develop strategic business models, and implement effective inter-Organisational strategies.
- Learners will produce a comprehensive strategic report integrating environmental analysis, stakeholder engagement, strategic implementation, and performance evaluation.
- This assessment ensures that learners demonstrate advanced strategic analysis, decision-making, and implementation skills in inter-Organisational strategic planning, preparing them for high-level leadership roles in complex multi-Organisational environments.

Credit Value

10 Credit

Total Unit Time

100 Hour

Guided Learning
Hours

30 Hour



8004

INTER-ORGANISATIONAL STRATEGIC DIRECTION



Unit Aims

This unit is designed to enable directors and senior managers to research and evaluate the contemporary strategic context of inter-Organisational collaboration, analyze strategic direction, and forecast future scenarios based on researched data.



Learning Outcomes

- Be able to explain how policy objectives are translated into inter-Organisational strategies
- Be able to assess the roles of relevant partners in the formulation of inter-Organisational strategy
- Be able to evaluate the impact of economic factors on coordinating inter-Organisational policy objectives and strategy
- Be able to assess the coherence of inter-Organisational strategy, planning, and implementation
- Be able to forecast how trends and future events may influence inter-Organisational policy and strategy



Assessment Task

- This assessment evaluates the learner's ability to analyze inter-Organisational strategic direction, assess key influencing factors, apply strategic analysis tools, integrate risk management, and critically examine strategic control and monitoring processes.
- Learners will produce a comprehensive strategic report integrating policy translation, strategic analysis, risk assessment, and performance monitoring for inter-Organisational strategy development.
- This assessment ensures that learners demonstrate advanced strategic analysis, policy evaluation, risk management, and strategic control in multi-Organisational contexts, preparing them for high-level leadership roles in complex inter-Organisational environments.

Credit Value

10 Credit

Total Unit Time

100 Hour

Guided Learning
Hours

30 Hour



8005

STRATEGIC COMMUNICATION



Unit Aims

This unit aims to enable directors and senior managers to develop their ability to critically analyze the impact of media, pressure, and political groups on stakeholders and inter-Organisational policy and strategy and to develop innovative ways of leveraging media for effective strategic communication.



Learning Outcomes

- Be able to ascertain the media perception of adopted inter-Organisational strategy
- Be able to evaluate the impact of global and ever-present media on stakeholder opinion



Assessment Task

- This assessment evaluates the learner's ability to analyze the impact of media, political pressure, and strategic communication on Organisational policies and strategies, as well as to develop effective communication strategies that support institutional objectives.
- Learners will produce a comprehensive strategic report that includes media impact analysis, evaluation of media influence, development of communication strategies, and assessment of strategic monitoring systems.
- This assessment ensures that learners demonstrate advanced strategic communication skills, media impact analysis, and strategic monitoring capabilities, preparing them for high-level roles in corporate and inter-Organisational environments.

Credit Value

10 Credit

Total Unit Time

100 Hour

Guided Learning
Hours

30 Hour



8006

STRATEGIC CULTURE



Unit Aims

This unit aims to enable directors and senior managers to develop analytical and critical thinking skills to challenge the status quo in inter-Organisational strategy development, from a reasoned and researched perspective, and to propose alternative strategic approaches.



Learning Outcomes

- Be able to evaluate and critique current perceptions of inter-Organisational policy and strategy.
- Be able to evaluate the impact of cultural influences on inter-Organisational decision-making
- Be able to challenge preconceptions and current interpretations of stakeholder power, status, and roles



Assessment Task

- This assessment evaluates the learner's ability to critically analyze strategic culture, assess the influence of cultural and Organisational factors on inter-Organisational policies, and develop strategies for managing and enhancing Organisational culture.
- Learners will produce a comprehensive strategic report integrating cultural impact analysis, strategic evaluation, and Organisational culture management strategies.
- This assessment ensures that learners demonstrate advanced analytical and critical thinking skills, challenging conventional strategic assumptions and developing effective cultural integration strategies, preparing them for high-level leadership roles in global and inter-Organisational environments.

Credit Value

10 Credit

Total Unit Time

100 Hour

Guided Learning Hours

30 Hour





CMI LEVEL 7 DIPLOMA IN

STRATEGIC MANAGEMENT AND LEADERSHIP



Contents



About

The Diploma

WHY JOIN THE PROGRAMME?

A Programme Suitable for Leaders

Just 10 classroom days spread across 5 weekends over 4 months, with flexible attendance options (in-person or online).

Global Professional Designation

The programme qualifies you to obtain the Chartered Manager Designation (CMgr), one of the highest managerial titles globally.

international Accredited Certificate

Obtain CMI Level 7 Diploma in Strategic Management and Leadership (Master's level in the United Kingdom)





THE PURPOSE OF THE DIPLOMA

The Diploma stands as a beacon for ambitious individuals poised to reshape the future of leadership and management.

Crafted meticulously, this qualification aims to cultivate leaders equipped with not only the requisite knowledge but also the dynamic skills and unwavering ethics essential for steering Organisations towards unparalleled success.

This diploma isn't just about acquiring a title, it's about embarking on a transformative journey of continual growth, fostering innovation, and creating lasting impact in the realm of senior management and leadership. Embrace the challenge; shape tomorrow.



WHO IS THIS DIPLOMA FOR?

This distinguished diploma is curated for a select group of senior-level executives and thought leaders who are the movers, shakers, and trailblazers of the corporate world.

- ♦ **Senior Managers:**

Elevate your leadership acumen to the next level, gain the insights and tools to scale greater heights, and prepare for senior leadership roles.

- ♦ **Regional Managers:**

Bolster your strategic oversight, develop innovative strategies to drive growth and sustainability, and position yourself for global leadership.

- ♦ **Specialist Managers:**

Leverage your domain expertise, develop strategic depth, and amplify your impact as a leader in your field.

- ♦ **Directors:**

Command the vast sectors of your Organisation with strategic acumen, develop and implement breakthrough initiatives, and position yourself for the C-suite.

- ♦ **CEOs:**

Navigate the challenges and opportunities of the business landscape with strategic foresight, illuminate future possibilities, and craft a legacy of transformative leadership.

in summation, this diploma is a beacon for those who not only aim to lead but to transform. It caters to a spectrum of senior-level executives and thought leaders passionate about refining their strategy, enhancing their leadership, and leaving a lasting impact on the business landscape.





« To obtain the Level 7 Diploma in Strategic Management and Leadership from CMI, learners must complete 37 credit points, with at least 30 points from units 701-716. The remaining 7 points can be chosen from any unit on the list.

CMI Level 7 Diploma Units

in Strategic Management and Leadership

Unit Number	Course Title	Credits	Total Unit Time	Guided Learning Hours
701	Strategic Leadership	11	110	36
702	Leading and Developing People to Optimise Performance	10	100	34
703	Collaboration and Partnerships	7	70	18
704	Developing Organisational Strategy	9	90	30
705	Leading Strategic Change	8	80	24
706	Finance for Strategic Leaders	9	90	32
707	Organisational Design and Development	8	80	26
708	Strategic Risk Management	8	80	24
709	Strategic Management of Data and information	8	80	24
710	Marketing Strategy	8	80	30
711	Entrepreneurial Practice	9	90	32
712	Strategic Management Project	10	100	24
713	Applied Research for Strategic Leaders	7	70	18
714	Personal and Professional Development for Strategic Leaders	9	90	24
715	Strategic Approaches to Equality Diversity and inclusion	8	80	24
716	Strategic Approaches to Mental Health and Wellbeing	7	70	18
607	Procurement, Purchasing and Contracting	6	60	21
608	Strategic Corporate Social Responsibility and Sustainability	6	60	20
609	Leading Quality Management	7	70	25
610	Principles and Practices of Policy Development	6	60	20
612	Coaching Skills for Leaders	7	70	15
614	Principles and Practices of Ethical Decision Making	6	60	18





Units' **Breakdown**

1

STRATEGIC LEADERSHIP

#

Unit Number

701

Credits

11

Total Unit Time

110Guided
learning hours**36**

OBJECTIVES

The aim of this unit is to equip leaders with an in-depth understanding of strategic leadership within an organisational context. Leaders will explore the complexities of the role and the theoretical perspectives, approaches, behaviours and skills which can enhance their professional practice. The unit focuses on the leader's ability to respond creatively to complex organisational challenges and understand how to set and deliver sustainable strategic goals.



Guideline Word Count

4000 - 4500

LEARNING OUTCOMES

- Understand the role and context for strategic leadership
- Understand the behaviours and skills for strategic leadership



2

LEADING & DEVELOPING PEOPLE TO OPTIMISE PERFORMANCE



Unit Number

702



Credits

10



Guided
learning hours

34



Total Unit Time

100



OBJECTIVES

The aim of this unit is for leaders to develop an in-depth understanding of how to effectively lead and develop people. They will explore the influence and impact of leadership theories, culture, wellbeing, development and design, policy and strategy that can be used creatively within the leadership role. Ultimately, leaders will have the opportunity to propose a leadership and development strategy. The aim of which values people whilst optimising an organisation's performance.



Guideline Word Count

4000 - 4500



LEARNING OUTCOMES

- Understand the principles for leading and developing people
- Understand leadership and development strategy



3

COLLABORATION AND PARTNERSHIPS



Unit Number

703



Credits

7



Total Unit Time

70



Guided
learning hours

18



OBJECTIVES

The aim of the unit is for leaders to understand collaborative and partnership arrangements. Leaders will critically assess the scope and value of these, as well as evaluating the impact of organisational and legal frameworks on how these arrangements are delivered. The unit culminates in the requirement for the leader to present a rationale for collaboration or partnerships to further an organisation's success.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the role of collaboration and partnerships
- Know how collaboration and partnerships further organisational success



4

DEVELOPING ORGANISATIONAL STRATEGY



Unit Number

704



Credits

9



Total Unit Time

90



Guided
learning hours

30



OBJECTIVES

The aim of this unit is to enable leaders to know how to develop and influence an organisation's strategic direction through the development of a meaningful strategy. To support this outcome, leaders will critique the factors which drive the development of organisational strategy and appraise approaches to successfully develop strategy. The unit culminates in leaders developing an organisational strategy to achieve a business goal. To complement this activity, leaders will propose an approach to implement and monitor the strategy developed to ensure its sustained success.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand how to develop strategy
- Know how to develop strategy



5

LEADING STRATEGIC CHANGE

#

Unit Number

705



Credits

8



Total Unit Time

80

Guided
learning hours

24



OBJECTIVES

The aim of this unit is for leaders to understand the scope, context and complexity of leading strategic change. Leaders will understand how the application of analytical techniques, theories and models of change, and creative problem-solving can be used to equip them to lead strategic change with confidence. The unit culminates in giving leaders the opportunity to develop a proposal to lead a strategic change.



Guideline Word Count

4000 - 4500



LEARNING OUTCOMES

- Understand the scope and context of strategic change
- Know how to propose a strategy for leading strategic change



6

FINANCE FOR STRATEGIC LEADERS



Unit Number

706



Credits

9



Total Unit Time

90



Guided learning hours

32



OBJECTIVES

The aim of this unit is to provide leaders with an understanding of the scope, complexity and role of Finance within an organisational context. Leaders will know how to critically assess methods for analysing financial data and information required to make strategic decisions. Ultimately, the aim of this unit is to equip leaders to be more confident in their understanding of the Finance function.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the scope of the Finance function within an organisational context
- Understand the role of Finance in strategic decision making



7

ORGANISATIONAL DESIGN AND DEVELOPMENT



Unit Number

707



Credits

8



Total Unit Time

80



Guided
learning hours

26



OBJECTIVES

The aim of this unit is to enable leaders to understand the relationship between organisational design and development and the achievement of strategic objectives. Leaders will understand the impact of current and emerging factors which influence the need for agile and adaptive organisations. On successful completion of this unit, leaders will be able to develop a proposal for sustainable organisational design and development to respond to current and emerging needs.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand organisational design and development
- Understand how to apply the principles of organisational design and development



8

STRATEGIC RISK MANAGEMENT



Unit Number

708



Credits

8



Total Unit Time

80



Guided
learning hours

24



OBJECTIVES

The aim of this unit is for leaders to develop an in-depth understanding of strategic risk management. Leaders will critically appraise strategic risk within an organisational context. They will assess strategies for risk management and the leadership skills to lead risk initiatives successfully. Ultimately, leaders will be given the opportunity to develop a framework to deliver a risk strategy in an organisational context.



Guideline Word Count

4000 - 4500



LEARNING OUTCOMES

- Understand strategies for managing risk
- Know how to develop risk management strategies



9

STRATEGIC MANAGEMENT OF DATA AND INFORMATION



Unit Number

709



Credits

8



Total Unit Time

80



Guided
learning hours

24



OBJECTIVES

The aims of this unit are for leaders to see strategic management of data and information as an opportunity rather than a challenge. Leaders will understand the strategic value and use of data and information and will critique strategies for its effective management. The unit culminates in the opportunity to develop a strategy to improve the use of data and information in a strategic organisational context.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the strategic management of data and information



10

MARKETING STRATEGY



Unit Number

710



Credits

8



Total Unit Time

80



Guided learning hours

30



OBJECTIVES

The aim of this unit is to enable leaders to understand the context in which a marketing strategy is developed. Leaders will appraise theoretical frameworks and processes which inform strategic marketing. They will have the opportunity to reflect on the interrelationship between marketing and an organisation's strategic aims along with the opportunities and impact of digital marketing. Ultimately, leaders will consider how to develop a marketing strategy, which will enable organisational success.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the context in which a marketing strategy is developed
- Know how to develop a marketing strategy



11

ENTREPRENEURIAL PRACTICE

#

Unit Number

711



Credits

9



Total Unit Time

90



Guided learning hours

32



OBJECTIVES

The aim of this unit is to enable leaders to explore the principles of entrepreneurial practice, understand the different contexts in which entrepreneurship can flourish and the characteristics of entrepreneurial leadership.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand entrepreneurship in strategic contexts
- Understand the principles of entrepreneurial practice



12

STRATEGIC MANAGEMENT PROJECT

#

Unit Number

712



Credits

10



Total Unit Time

100



Guided learning hours

24



OBJECTIVES

The aim of this unit is for leaders to undertake a strategic management project of their own choosing. To achieve this outcome leaders will develop a business case, propose research design to inform the project's direction and recommend project management methods and tools to structure the delivery of the project. Leaders will report on project outcomes and reflect on the skills and behaviours which ultimately influence the success of the strategic management project.



Guideline Word Count

4000 - 4500



LEARNING OUTCOMES

- Know how to develop a strategic management project
- Know how to conduct a strategic management project



13

APPLIED RESEARCH FOR STRATEGIC LEADERS



Unit Number

713



Credits

7



Total Unit Time

70



Guided
learning hours

18



OBJECTIVES

The aim of this unit is to enable strategic leaders to develop an evidence-based understanding of applied research methods and the ways research can be conducted scientifically, ethically and legally in an organisational context. The unit will support strategic leaders to become producers of applied research, with the ability to generate new knowledge, based on the practical challenges of the workplace. The aim is to facilitate strategic decision making, and ultimately add value to the organisation.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the research process
- Know how to develop a research proposal of strategic benefit



14

PERSONAL AND PROFESSIONAL DEVELOPMENT FOR STRATEGIC LEADERS

#

Unit Number

714



Credits

9



Total Unit Time

90

Guided
learning hours

24



OBJECTIVES

The aim of this unit is to support leaders to understand approaches to personal and professional development. Leaders will critically reflect on the interrelationship between the skillset and mindset to develop as a strategic leader. Vitally leaders will reflect on their own personal, interpersonal and professional competencies and behaviours to lead strategically. The opportunity for leaders to reflect on their own performance will equip them to develop a meaningful personal and professional development plan.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand approaches for personal and professional development
- Know how to develop as a strategic leader through personal and professional development



15

STRATEGIC APPROACHES TO EQUALITY DIVERSITY AND INCLUSION

#

Unit Number

715



Credits

8



Total Unit Time

80

Guided
learning hours

24



OBJECTIVES

The aim of this unit is to enable leaders to develop an in-depth understanding of equality, diversity and inclusion at a strategic level. Leaders will have the opportunity to critically assess structural inequality within an organisational and societal context. They will discuss approaches to comply with legal and good practice requirements and to appraise the influence of equality, diversity and inclusion on strategic objectives. The unit culminates in leaders being given the opportunity to develop strategic priorities for equality, diversity and inclusion.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand equality, diversity and inclusion at a strategic level
- Know how to develop strategic priorities for equality, diversity and inclusion



16

STRATEGIC APPROACHES TO MENTAL HEALTH AND WELLBEING

#

Unit Number

716



Credits

7



Total Unit Time

70



Guided learning hours

18



OBJECTIVES

The aim of the unit is for leaders to understand the impact of mental health and wellbeing on organisational performance. Leaders will critically assess the complexities of managing wellbeing and will appraise contemporary approaches for the creation of healthy work systems. The unit culminates in leaders being given the opportunity to propose a series of recommendations to create and sustain a positive culture of mental health and wellbeing within an organisational context.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the impact of managing mental health and wellbeing on organisational performance
- Know how to develop a culture of mental health and wellbeing



17

PROCUREMENT, PURCHASING AND CONTRACTING

#

Unit Number

607



Credits

6



Total Unit Time

60



Guided
learning hours

21



OBJECTIVES

The aim of this unit is for managers and leaders to realise business objectives through competent, ethical and professional contracting, purchasing and procurement practices.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the principles of procurement, purchasing and contracting within organisational contexts
- Know how to apply the principles of procurement, purchasing and contracting to achieve an operational requirement



18

STRATEGIC CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY



Unit Number

608



Credits

6



Total Unit Time

60



Guided learning hours

20



OBJECTIVES

The aim of this unit is to enable professional managers and leaders to understand CSR and sustainability in an organisational context. They will assess the enablers, constraints and barriers to its success, present a case for organisational engagement, identify approaches for its implementation and ultimately, identify strategies to gain ongoing stakeholder commitment.



Guideline Word Count

3000 - 3500



LEARNING OUTCOMES

- Understand corporate social responsibility and sustainability in organisational contexts
- Know how corporate social responsibility and sustainability is applied in an organisational setting



19

LEADING QUALITY MANAGEMENT

#

Unit Number

609



Credits

7



Total Unit Time

70



Guided
learning hours

25



OBJECTIVES

The aim of this unit is to enable professional managers and leaders to understand the rationale and approaches to quality management. Critically, the unit focuses on how quality and continuous improvement can be instilled into all aspects of working practice.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the factors which influence organisational approaches to quality management
- Know how to lead quality management to achieve strategic objectives



20

PRINCIPLES AND PRACTICES OF POLICY DEVELOPMENT

Unit Number

610



Credits

6



Total Unit Time

60



Guided
learning hours

20



OBJECTIVES

The aim of the unit is to enable professional managers and leaders to take a fresh look at the role policy plays within an organisation, know how policy can be developed and ultimately, cascaded successfully to its intended audience.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the context in which a policy is developed
- Know how to develop, implement and evaluate policy



21

COACHING SKILLS FOR LEADERS



Unit Number

612



Credits

7



Total Unit Time

70



Guided
learning hours

15



OBJECTIVES

A key part of this unit is for leaders to critically reflect on their own ability to coach individuals and identify opportunities for improvement. In order to achieve this, learners will need to use coaching skills in their leadership practice.



Guideline Word Count

3500 - 4000



LEARNING OUTCOMES

- Understand the benefits, types and application of coaching used by leaders
- Know the skills, techniques and approaches required by leaders to coach



22

PRINCIPLES AND PRACTICES OF ETHICAL DECISION MAKING

#

Unit Number

614



Credits

6



Total Unit Time

60



Guided
learning hours

18



OBJECTIVES

The aim of this unit is to equip professional managers and leaders with the understanding of how to make ethical decisions in different organisational contexts.



Guideline Word Count

3000 - 3500



LEARNING OUTCOMES

- Understand ethical decision making within organisational contexts
- Know how to make an ethical decision





CMI LEVEL 5 DIPLOMA IN

MANAGEMENT AND LEADERSHIP



Contents



About

The Diploma



WHY JOIN THE PROGRAMME?

A Programme Suitable for Leaders

Just 14 classroom days spread across 7 weekends over 6 month, with flexible attendance options (in-person or online).

Global Professional Designation

The programme qualifies you to obtain the Chartered Manager Designation, one of the highest managerial titles globally.

international Accredited Certificate

Obtain a CMI Level 5 Diploma in Management and Leadership a Bachelor's level in the United Kingdom.



The Purpose of the Diploma

Leadership is the beacon guiding teams to success in the complex business world.

Our Professional Diploma in Management and Leadership is more than a qualification, it's a transformative compass for seasoned and aspiring leaders.

This programme empowers participants to:



Lead with Vision

Align teams with the overarching Organisational strategy, ensuring collective growth and success.



Drive Operational Excellence

Create robust operational plans, manage pivotal projects, and adapt to change with agility and foresight.





Nurture & innovate

Foster a culture of continuous improvement and innovation by identifying novel business approaches, managing quality, and ensuring the growth of teams and individuals.



Financial & Resource Acumen

Master the intricacies of managing finance and resources, which is pivotal for any business venture's long-term sustainability and success.



The essence of this diploma goes beyond traditional learning. It's about instilling a mindset, fostering a passion, and igniting the drive to manage and lead with distinction in an ever-changing business landscape.



Who is this Diploma for?

in the dynamic landscape of modern business, leadership demands versatility, vision, and the ability to drive results.

Our Professional Diploma in Management and Leadership has been meticulously crafted for those individuals who are either already charting a path in managerial roles or aspire to ascend to such positions in the near future.

Whether you are:

- **An Operations Manager**
Spearheading systematic functions and aiming for seamless day-to-day operational success,
- **A Divisional Manager**
Striving for excellence across various business segments and keen on aligning multiple teams with the Organisation's goals,
- **A Departmental Manager**
who is the critical link between strategy and execution, ensuring departmental objectives are met and exceeded,
- **A Regional Manager**
overseeing larger territories, aiming to foster a cohesive brand and operational experience across diverse geographies or
- **A Specialist Manager**
with a deep focus on a specific domain, eager to implement best practices and innovate within your field,

This diploma is your gateway to broadening your managerial horizons, refining your skills, and embracing cutting-edge methodologies. Grounded in practicality and enriched by extensive research, our programme will equip you with tools and insights to enhance your leadership journey. Become a part of a transformative experience and set new benchmarks in managerial excellence.





ENSURING RELEVANCE AND RIGOR IN OUR DIPLOMA PROGRAMMES

Extensive research has been undertaken to ensure that these qualifications reflect the tasks and activities of managers in the aforementioned roles in the workplace. Sources of information include, but are not limited to:

- ♦ Comparability to national management qualifications.
- ♦ 21st Century Leaders Paper.
- ♦ A review of the roles and responsibilities of managers sourced from a range of UK companies.
- ♦ Analysis of Apprenticeship Standards for Operations/ Departmental Manager ST0385/01.
- ♦ Stakeholder consultation.





« To obtain the Level 5 Diploma in Management and Leadership from CMI, learners must complete 37 credit points.

CMI Level 5 Diploma Units in Management and Leadership

Course Title	Credits	Total Unit Time	Assessment Word Count
Creating and Delivering Operational Plans	6	22	2500 - 3000
Principles of Developing, Managing and Leading individuals and Teams to Achieve Success	6	27	3500 - 4000
Principles of Management and Leadership in an Organisational Context	7	25	3500 - 4000
Managing Projects to Achieve Results	6	24	3500 - 4000
Managing Risk	6	23	3500 - 4000
Principles of Marketing Products and Services	6	23	3500 - 4000
Managing Performance	5	25	3000 - 3500
Principles of innovation	5	23	3500 - 4000
Managing Change	5	19	3500 - 4000
Managing Conflict	5	17	2500 - 3000
Principles of Leadership Practice	8	30	3500 - 4000
Forming Successful Teams	4	17	3500 - 4000
Principles of Developing a Skilled and Talented Workforce	4	16	3500 - 4000
Conducting a Management Project	10	30	4500 - 5000
Planning, Procuring and Managing Resources	6	24	4500 - 5000
Managing Quality and Continuous Improvement	6	22	4000 - 4500
Managing Finance	6	22	3000 - 3500
Using Data and information for Decision Making	5	26	3500 - 4000
Principles of Recruiting, Selecting and Retaining Talent	5	21	3500 - 4000
Workforce Planning	4	16	2500 - 3000
Managing the Customer Experience	5	22	3500 - 4000





Units' **Breakdown**

1

CREATING AND DELIVERING OPERATIONAL PLANS



Credits

6



Guided
learning hours

22



Assessment Word Count

2500 - 3000



OBJECTIVES

- The ability to translate organisational objectives into operational plans is an essential management skill.
- The unit opens with the importance of understanding the strategic direction of the organisation and how to contribute to the strategic planning process.
- It then focuses on the knowledge and skills required to create and deliver operational plans. This includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.



LEARNING OUTCOMES

- Understand the principles of operational planning in an organisation
- Know how to create an operational plan in line with organisational objectives
- Know how to manage and lead the delivery of an operational plan
- Know how to monitor and measure the outcome of operational planning



2

PRINCIPLES OF DEVELOPING, MANAGING AND LEADING INDIVIDUALS AND TEAMS TO ACHIEVE SUCCESS



Credits

6



Guided
learning hours

27



Assessment Word Count

3500 - 4000



OBJECTIVES

- The ability to lead individuals and teams to success is arguably the most important skill a manager can possess. This unit focuses on the essential management and leadership skills required to fulfil this challenging but rewarding role.
- The unit opens by focusing on the theoretical and practical approaches to developing, leading, and managing teams (remote or multi-disciplinary). The manager will look at techniques to assess current and future team capabilities, including the role of recruitment, selection and staff development which supports this.
- On successful completion of the unit, the manager will not only know the principles of managing individuals and teams, but they will understand approaches for supporting, motivating and inspiring teams and individuals to exceed expectations.



LEARNING OUTCOMES

- Understand approaches to developing, managing and leading teams
- Understand approaches to achieving a balance of skills and experience in teams
- Know techniques for leading individuals and teams to achieve success



3

PRINCIPLES OF MANAGEMENT AND LEADERSHIP IN AN ORGANISATIONAL CONTEXT



Credits

7



Guided learning hours

25



Assessment Word Count

3500 - 4000



OBJECTIVES

- Organisational settings are essential if an individual and their organisation are to succeed. This unit has been designed for learners who want to develop or sharpen their professional edge and enhance personal effectiveness.
- Learners will evaluate the impact of an organisation's structure and governance on management and leadership. They will explore theoretical models, management and leadership styles and approaches designed to promote a culture of mutual trust, respect and support.



LEARNING OUTCOMES

- Understand factors which impact on an organisation's internal environment
- Understand the application of management and leadership theories
- Understand the knowledge, skills and behaviours to be effective in a management and leadership role



4

MANAGING PROJECTS TO ACHIEVE RESULTS



Credits

6



Guided
learning hours

24



Assessment Word Count

3500 - 4000



OBJECTIVES

- The ability to manage projects is a vital skill for all managers.
- This unit focuses on the knowledge and skills required to manage projects successfully and overcome problems and challenges. It requires the learner to evaluate the methods and tools for planning tasks and activities, as well as knowing how to implement and manage project activities, build stakeholder relationships, manage resources and risk, monitor progress and report on outcomes.



LEARNING OUTCOMES

- Understand the role of projects in delivering organisational strategy
- Understand processes for initiating, planning and managing projects
- Understand the factors which contribute to effective project management



5

MANAGING RISK



Credits

6



Guided
learning hours

23



Assessment Word Count

3500 - 4000



OBJECTIVES

- Business outcomes are optimised when risks are identified and managed effectively. This unit has been designed to equip learners with an understanding of the scope and purpose of business risk management.
- This includes an evaluation of the types of business risks, the governance and approaches for managing these effectively, and how risk management can be implemented successfully within organisations.



LEARNING OUTCOMES

- Understand the scope of business risk management
- Understand the process for managing business risk



6

PRINCIPLES OF MARKETING PRODUCTS AND SERVICES



Credits

6



Guided
learning hours

23



Assessment Word Count

3500 - 4000



OBJECTIVES

- Marketing products and services is an activity which can be applied to a myriad of different business contexts. From utilising technology to create new processes and support services to improve the customer experience through developing or adapting products or services to meet changing needs, the principles of marketing remain the same.
- The aim of this unit is for the learner to understand the role of marketing to achieve organisational objectives.
- The learner will analyse the marketing environment, understand how to market a product or service and know how to judge the success of marketing outcomes.



LEARNING OUTCOMES

- Understand the role of marketing to support the achievement of organisational objectives
- Understand the factors in the organisation's marketing environment which impact on the marketing of a product or service
- Know how to market a product or service



7

MANAGING PERFORMANCE



Credits

5



Guided
learning hours

23



Assessment Word Count

3000 - 3500



OBJECTIVES

- Managing the performance of staff is essential to the smooth running of an organisation.
- This unit evaluates the reasons for managing performance and the approaches that can be used. It explores methods of rewarding the performance of individuals who exceed expectations, and analyses ways of managing under performance in a professional and supportive manner. This unit focuses on the way performance management, when used effectively, is able to impact on individual and organisational achievement.



LEARNING OUTCOMES

- Understand the rationale for managing performance within organisations
- Understand frameworks, diagnostic and evaluation tools used for performance management
- Know how to manage performance



8

PRINCIPLES OF INNOVATION



Credits

5



Guided
learning hours

23



Assessment Word Count

3500 - 4000



OBJECTIVES

- innovation has the power to transform organisations, teams and individual performance. When a culture of innovation and entrepreneurship thrives, new ideas and initiatives flourish.
- This unit has been designed to enable learners to identify opportunities for innovation in the workplace (which may be in the form of new working practices, processes, new products or services), analyse the rationale for developing initiatives and know how to turn ideas into reality.



LEARNING OUTCOMES

- Understand the role of innovation within organisations
- Understand the process of managing innovation in an organisation



9

MANAGING CHANGE



Credits

5



Guided
learning hours

19



Assessment Word Count

3500 - 4000



OBJECTIVES

- Change is inevitable if an organisation is to maintain competitiveness and currency of practice. This unit has been designed to enable the learner to evaluate types and reasons for change within organisations and be able to select and apply theoretical models for its management.
- The purpose is not only to enable learners to develop the skills to manage change and achieve set objectives, but to do so in a professional manner with open and honest communication throughout the entire process.



LEARNING OUTCOMES

- Understand the reasons for change in organisations
- Understand approaches to change management
- Understand how to initiate, plan and manage change in an organisation



10

MANAGING CONFLICT



Credits

5



Guided
learning hours

17



Assessment Word Count

2500 - 3000



OBJECTIVES

- Managing conflict takes resilience. It requires the ability to evaluate complex information, make evidence based judgements and act professionally within the bounds of organisational and legal frameworks.
- This unit is designed to equip the learner with strategies to manage conflict with confidence, find creative solutions and make difficult decisions.



LEARNING OUTCOMES

- Understand the types, causes, stages and impact of conflict within organisations
- Understand how to investigate conflict situations in the workplace
- Understand approaches, techniques, knowledge, skills and behaviours for managing conflict



11

PRINCIPLES OF LEADERSHIP PRACTICE



Credits

8



Guided
learning hours

30



Assessment Word Count

3500 - 4000



OBJECTIVES

- The aim of this unit is to develop managers' understanding of ethical leadership and the impact of culture and values on leadership.
- Managers will examine leadership models and the concept of empowerment, with consideration of techniques and methods for leading others.



LEARNING OUTCOMES

- Understand leadership practice in an organisation
- Understand leadership styles
- Understand the impact of leadership within organisations



12

FORMING SUCCESSFUL TEAMS



Credits

4



Guided
learning hours

17



Assessment Word Count

3500 - 4000



OBJECTIVES

- Teams play a vital role in enabling organisations to achieve their goals. This unit focuses on the purpose and characteristics of successful teams.
- Learners will review theoretical and practical approaches to team formation; and be able to analyse, and respond to challenges which occur when new teams are formed proactively.



LEARNING OUTCOMES

- Understand the purpose and characteristics of successful teams
- Understand approaches to team formation
- Know how to analyse and respond to the challenges of team formation
- Know how to evaluate the performance of a newly formed team



13

PRINCIPLES OF DEVELOPING A SKILLED AND TALENTED WORKFORCE



Credits

4



Guided
learning hours

16



Assessment Word Count

3500 - 4000



OBJECTIVES

- Having a skilled and talented workforce is fundamental if an organisation is to succeed. As the responsibility for individual and team development becomes increasingly devolved to managers, it is essential they have the knowledge, skills and capabilities to ensure development needs are successfully met.
- This unit has been designed to enable the learner to understand the role of the manager in workforce development, and the scope and purpose of development activities. They will also have the opportunity to explore innovative approaches for delivering workforce development and how well-chosen learning and development activities can contribute to a talent management strategy.



LEARNING OUTCOMES

- Understand the benefits of developing a skilled and talented workforce
- Understand the factors which influence workforce development
- Understand the scope of learning and development as part of a workforce development strategy
- Know how to measure the impact of workforce development.



14

CONDUCTING A MANAGEMENT PROJECT



Credits

10



Guided
learning hours

30



Assessment Word Count

4500 - 5000



OBJECTIVES

- Research into approaches to management and leadership can lead to dynamic results. innovation, product development, performance improvement, change, customer service excellence, strategy and problem solving are just some of the results. Without research business can stagnate.
- The aim of the unit is for the learner to conduct management research which will have an impact on organisational practice. It is expected that learners will plan and manage a genuine project in the workplace or an academic enquiry relevant to an identified business need or challenge.



LEARNING OUTCOMES

- Know how to plan a management project
- Be able to conduct a management project
- Understand the value of reflective practice to inform personal and professional development
- Know how to apply reflective practice to inform personal and professional development



15

PLANNING, PROCURING AND MANAGING RESOURCES



Credits

6



Guided
learning hours

24



Assessment Word Count

4500 - 5000



OBJECTIVES

- inadequate resourcing can impact on the ability to achieve objectives; whilst being over resourced has financial implications.
- This unit has been designed to enable managers to understand and respond to the challenge of managing and monitoring resources. Learners will understand the importance of effective and efficient resource use, identify and plan resource requirements and know how to procure resources in line with regulatory requirements.



LEARNING OUTCOMES

- Understand the importance of effective and efficient resource use in organisations
- Know how to plan resources to meet organisational objectives
- Know how to procure resources
- Know how to monitor resource use in organisations



16

MANAGING QUALITY AND CONTINUOUS IMPROVEMENT



Credits

6



Guided
learning hours

22



Assessment Word Count

4000 - 4500



OBJECTIVES

- Quality may be defined as excellence, capacity, grade, worth or meeting customer expectations. Whilst the definition for quality can easily be found in a dictionary it is much harder to develop and maintain. This unit looks at the challenge of developing quality within organisations. It focuses on embedding continuous improvement into working practices.
- On successful achievement of this unit learners will understand the scope and purpose of quality management, approaches, tools and techniques for managing quality and how to judge its success.



LEARNING OUTCOMES

- Understand the scope and purpose of quality management within organisations
- Understand approaches for managing quality
- Understand the application of continuous improvement within organisations
- Know how to judge the success of quality management



17

MANAGING FINANCE



Credits

6



Guided
learning hours

22



Assessment Word Count

3000 - 3500



OBJECTIVES

- Financial management skills are essential for all managers regardless of whether there is a dedicated finance team within an organisation. Financial acumen enhances decision making skills, which in turn supports management of projects, tasks and functional areas.
- This unit has been designed to enable learners to understand how financial systems within organisations operate. Learners will evaluate the sources of finance for organisations, and understand the principles for setting and managing budgets in line with regulatory and organisational guidelines.
- This unit has been designed to enhance the learner's confidence and credibility in financial management, which will translate into improved management skills.



LEARNING OUTCOMES

- Understand finance within organisations
- Know how to set and manage budgets



18

USING DATA AND INFORMATION FOR DECISION MAKING



Credits

5



Guided learning hours

26



Assessment Word Count

3500 - 4000



OBJECTIVES

- The ability to analyse and manage data and information can lead to increased competitiveness, innovation, productivity and customer satisfaction. However, with data and information volumes increasing at unprecedented levels, the ability to interpret, use, and harness 'big data' can become an organisational challenge.
- The aim of this unit is to equip learners with an understanding of the purpose and practices of interpreting, managing and presenting business data and information to inform decision making. Understand the use of data and information in decision making



LEARNING OUT- COMES

- Understand the use of data and information in decision making
- Be able to interpret data and information to support decision making
- Know how to present data and information used for decision making



19

PRINCIPLES OF RECRUITING, SELECTING AND RETAINING TALENT



Credits

5



Guided
learning hours

21



Assessment Word Count

3500 - 4000



OBJECTIVES

- Recruiting and selecting staff is a major challenge in a competitive market. Organisations are increasingly looking for innovative approaches to recruit individuals from the broadest talent pool.
- This unit has been designed to equip learners with an understanding of the factors which impact on recruitment. They will know how to develop plans and strategies for selecting staff, and identify approaches for retaining the best of the best.



LEARNING OUTCOMES

- Understand the factors that impact on recruitment and selection
- Know how to plan for recruitment and selection
- Understand approaches to the recruitment and selection of a diverse and talented workforce
- Understand strategies for retaining talent



20

WORKFORCE PLANNING



Credits

4



Guided
learning hours

16



Assessment Word Count

2500 - 3000



OBJECTIVES

- All organisations need a workforce with skills and behaviours that will better enable them to meet their objectives. In competitive environments, having the right people in the right place and at the right time continues to be a challenge.
- The aim of this unit is to enable managers to understand the rationale for workforce planning and know how to develop a workforce plan to meet organisational objectives.



LEARNING OUTCOMES

- Understand the rationale for workforce planning
- Understand the principles and practices of workforce planning



21

MANAGING THE CUSTOMER EXPERIENCE



Credits

5



Guided
learning hours

22



Assessment Word Count

3500 - 4000



OBJECTIVES

- Delivering an exceptional customer experience is a challenge which requires skill, commitment, and an in-depth understanding of customer needs.
- The aim of the unit is to develop managers understanding of their role and responsibilities in managing the customer experience. Learners will develop an understanding of the key features of a customer service culture and the customer journey, which if managed effectively will impact on an organisations success.



LEARNING OUTCOMES

- Understand the principles of managing the customer experience
- Understand the customer journey in the context of an organisation
- Know how to manage the customer experience
- Know how to monitor and measure the customer experience





STRATEGIC MANAGEMENT PROCESS

(CMI RECOGNISED PROGRAMME)



Contents



About

The Programme

ABOUT THE PROGRAMME

The Strategic Management Process Courses are designed for managers and uses easy, flexible and practical language to empower and develop their strategic capabilities. It enables participants to master and implement strategic plans and translate them into a practical daily reality and control them - all practically and smoothly.

They help protect you and your business, using the most up to date and established strategic models as well as real-life examples and training.

The courses are recognised by the United Kingdom's Chartered Management institute, the professional body in the UK dedicated to promoting the highest standards in management and leadership excellence.

The CMI, UK is the Chartered Body for Management and Leadership. For over 70 years, they have worked with businesses and educational institutions to inspire people to become skilled, confident, and successful managers and leaders. The CMI is the only Chartered professional body in the UK dedicated to promoting the highest management and leadership excellence standards. They are the only organisation that can award Chartered Manager status, the highest accolade for managers and leaders.

« The courses are recognised by the United Kingdom's Chartered Management institute, the professional body in the UK dedicated to promoting the highest standards in management and leadership excellence.

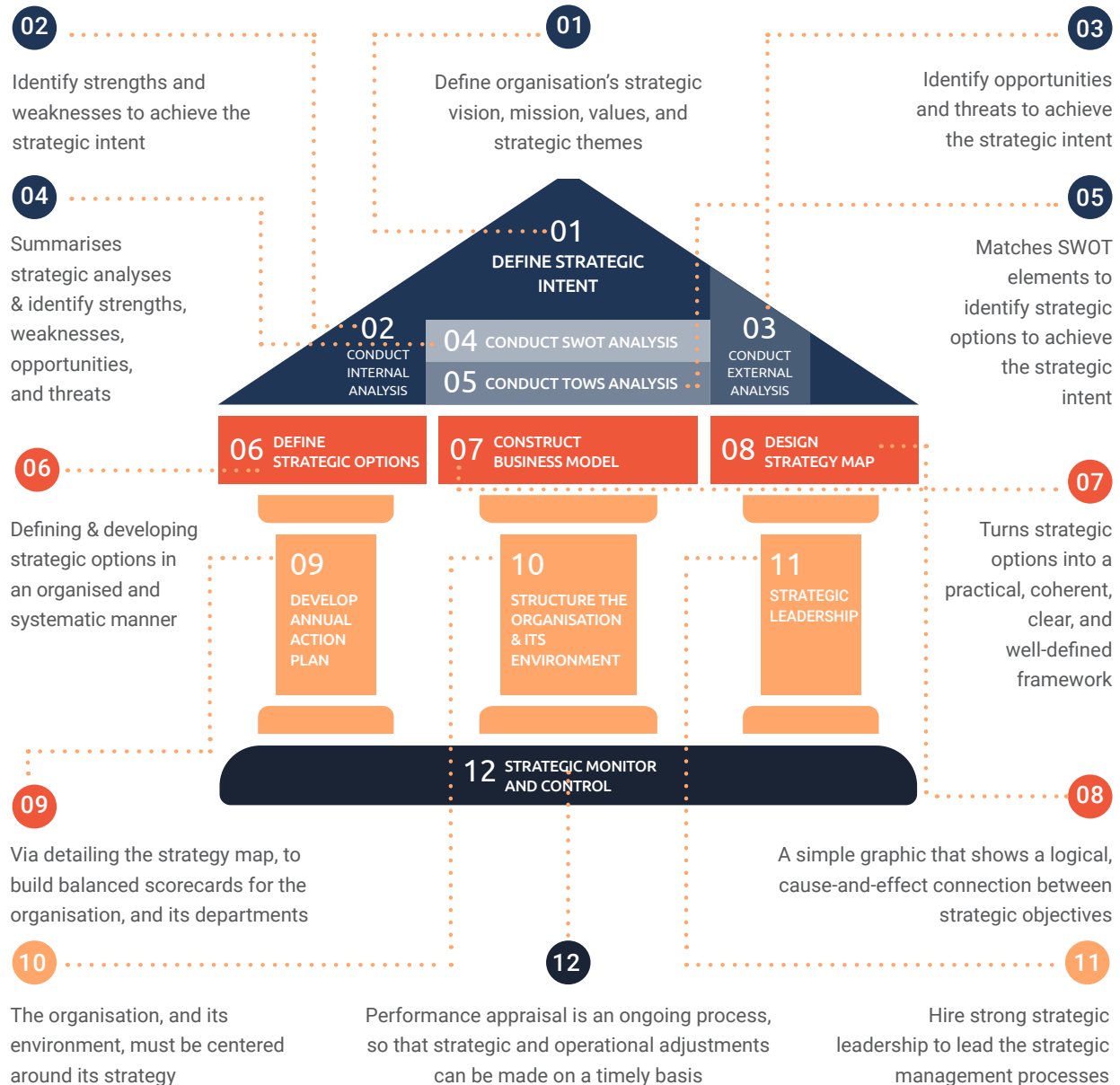




PROGRAMME LANGUAGE

The programme is available in both Arabic and English, according to the client's preference.

PROGRAMME DETAILS



PROGRAMME

AIM

To empower managers and develop their strategic capabilities using an easy, flexible and practical language. It enables participants to master and implement strategic plans and translate them into a practical daily reality and control them - all practically and smoothly.

WHO IS

THE PROGRAMME

FOR?

This programme is intended for managers up to the CEO level and whoever has the authority to contribute to the development, implementation, and supervision of their organisation's strategy, including heads of departments, managers, assistants, CEOs, consultants and advisors.





PROGRAMME **CONTENT**

The programme covers the Strategic Management Model, consisting of 12 strategic steps. The textbook for this programme will be Strategic Management Process: How to Assess, Formulate, Implement & Control Your Strategy by Abbas Al-Humaid. The book is mapped by the Chartered Management institute (CMI, UK) and recognised in relation to management and leadership against their Professional Standards.

To download the free pdf version, kindly scan the QR.





PROGRAMME STRUCTURE

5-day training workshop

The workshop allows for comprehensive in-classroom activities and group discussions. Upon completion of the workshop, participants can apply for a CMI recognised certification and a 12 month CMI membership.



LEARNING OUTCOMES

- ♦ Understanding the necessity of strategic management to achieve success.
- ♦ Understanding of all strategic management procedures, starting from defining the vision and ending with its implementation and control.
- ♦ Knowing how to define the strategic intent of an organisation/project, covering vision, mission, strategic focus areas and values.
- ♦ Understanding the strategic analysis tools that could assess the organisation's internal environment to determine its strategic strengths and weaknesses.
- ♦ Understanding the strategic analysis tools that could evaluate the organisation's external environment to determine potential strategic opportunities and threats.
- ♦ Ability to select the appropriate strategic analysis tools.
- ♦ Ability to perform a SWOT analysis to determine the strengths, weaknesses, opportunities and threats in the respective business perspective.
- ♦ Ability to perform TOWS analysis to transform the outputs of the SWOT analysis into specific strategic options.
- ♦ Ability to identify the best strategic options for the organisation/project.
- ♦ Ability to develop a business model of the organisation/project based on its strategic options.
- ♦ Ability to formulate a strategy map of the organisation/project based on its business model.
- ♦ Ability to create an annual action plan based on the business model and the strategy map.
- ♦ Ability to develop balanced scorecards for the organisation, departments, employees or work teams.
- ♦ Understanding the most critical concepts and strategic elements that shape the organisation's environment, including the organisational structure, risk management system, corporate culture, employee training, agility and flexibility, and change management system.
- ♦ Understanding the most critical strategic approaches used to reduce the organisation's size and increase its agility and ability.
- ♦ Understanding the essential elements and characteristics of a strategic leader.
- ♦ Understanding the accountability system and mechanism for addressing and monitoring business obstacles and measuring progress.
- ♦ Ability to manage strategic control and control operations.



The background of the image is a dark blue overlay on a photograph. The photograph shows a hand holding a pen, pointing at a financial chart. The chart includes a bar graph on the left and a line graph on the right, both with various numerical values. The text 'Accounting and Finance Programs' is overlaid on the image. 'Accounting' and 'and Finance' are in orange, while 'Programms' is in white.

Accounting and Finance Programms



CORPORATE VALUATION & FINANCIAL MODELLING

PROGRAMME



Contents



About

The Programme



PROGRAMME OVERVIEW

The **Corporate Valuation & Financial Modelling Programme** is a comprehensive training programme designed to equip professionals with advanced skills in financial analysis, corporate valuation, institutional finance, and financial modelling using Excel. The programme emphasises **practical application through workshops, case studies, and interactive projects**, enabling participants to engage confidently with the financial and investment sectors.

It is tailored for financial analysts, investors, entrepreneurs, and corporate executives seeking to strengthen their ability to make data-driven financial and investment decisions. The programme offers a flexible structure that includes in-person sessions, live online classes, and self-paced learning in exceptional cases, making it ideal for professionals without requiring full-time commitment.





PROGRAMME OBJECTIVES

- ◆ Analyse financial statements to support accurate financial decision-making.
- ◆ Evaluate companies using advanced methods such as Discounted Cash Flow (DCF) and Comparable Company Analysis (CCA).
- ◆ Design capital budgets, manage financial risks, and structure capital effectively.
- ◆ Build professional financial models using Excel.
- ◆ Provide a hands-on, application-based learning experience that ensures readiness for investment and financial analysis roles.



WHO SHOULD ENROL?



Financial analysts and accountants

seeking to develop valuation
and modelling skills.



investors and corporate executives

looking to make more informed
strategic decisions.



Entrepreneurs and startup owners

aiming to improve financial
strategy and capital management.



Professionals in banking and finance

who need advanced expertise in
risk management and
investment decisions.



Graduates and aspiring consultants

interested in freelance financial
modelling and investment
advisory work.





WHAT MAKES THIS PROGRAMME UNIQUE?

A strong practical focus

Participants work with actual financial data and valuation models, avoiding purely theoretical learning.

Professional financial modelling

Emphasises real-world model building, unlike theory-heavy programmes like the CFA.

High flexibility

Offers in-person, live online, or self-paced learning (in exceptional cases), accommodating busy professionals.

Comprehensive capstone project

Analysing a real company's performance and delivering investment recommendations supported by financial models.



TRAINING MODULES

Module 1:

Fundamentals of Finance and Financial Decision-Making

Module 2:

Financial Statements and Accounting Essentials

Module 3:

Corporate Finance and Capital Budgeting

Module 4:

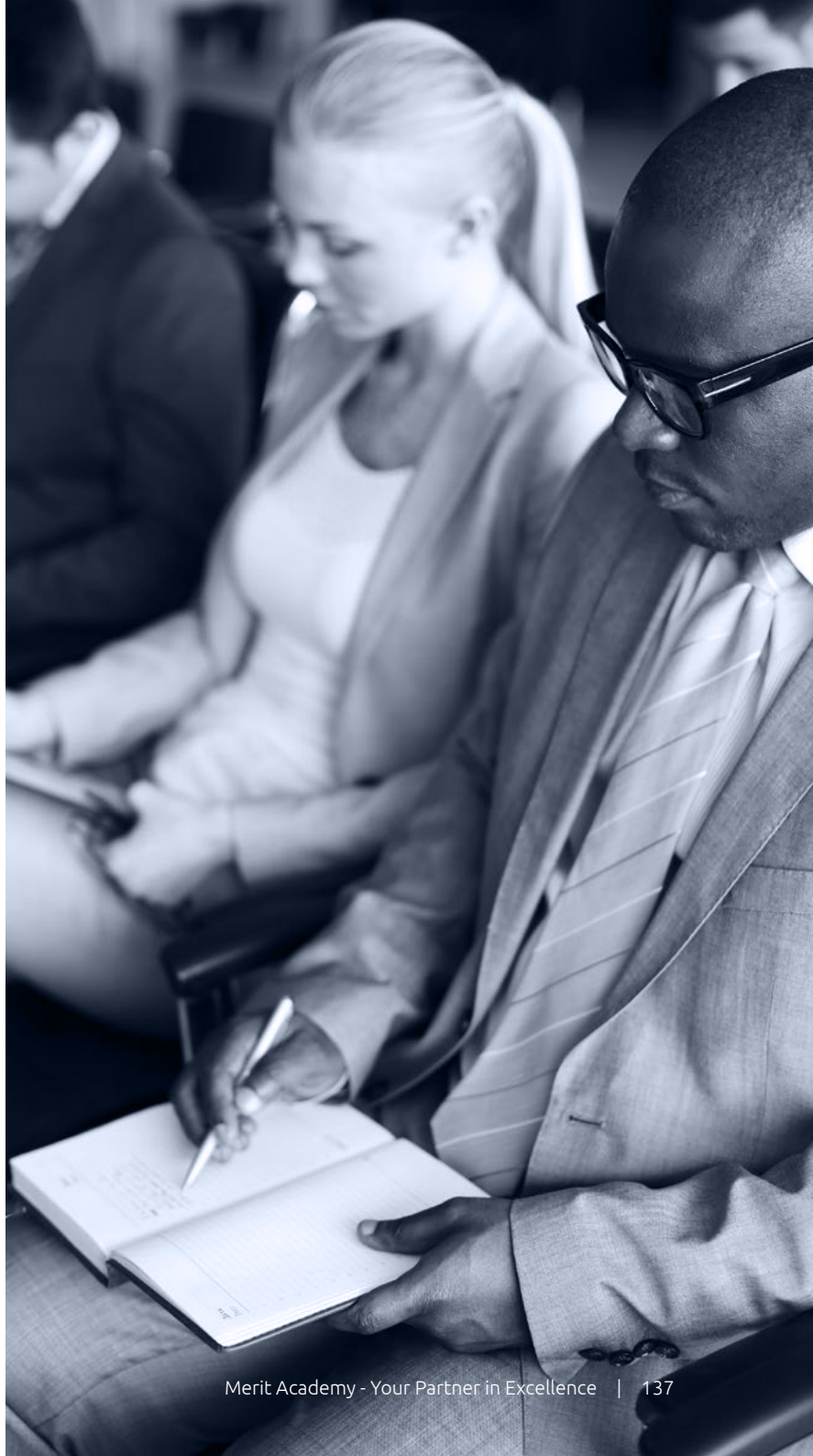
Corporate Valuation and Financial Analysis

Module 5:

Financial Modelling Using Excel

Capstone Project:

Financial Performance Analysis and Corporate Valuation



PROGRAMME SCHEDULE

4

Months

4

days per week
(Sunday to
Wednesday)

4

hours
per day

604

Total
learning hours

including 179 hours of direct
instruction and 425 hours of project
work, independent study, and
advanced financial applications

MODES OF ATTENDANCE

- ♦ in-person sessions at equipped training venues
- ♦ Live online classes for remote participants
- ♦ Self-paced (recorded) learning available only in exceptional cases to make up for absences





» Enrol now
and gain the
applied
financial skills
that will set you
apart in finance
and investment.

LEARNER JOURNEY BY MONTH

Month 1: Financial and Accounting Foundations

- ♦ Modules 1 + 2
- ♦ Assessments: Comprehensive written exam and individual analytical assignment

Month 2: Finance and investment Decision-Making

- ♦ Module 3
- ♦ Assessments: Practical case study on a capital investment scenario

Month 3: Advanced Financial Analysis and Valuation

- ♦ Module 4
- ♦ Assessments: Applied project evaluating a real-world company

Month 4: Financial Modelling and Capstone Project

- ♦ Module 5 and the final project
- ♦ Assessments: interactive Excel modelling task and final report with professional presentation

Weekly Learner Commitment

- ♦ 16 hours of in-class training per week (4 days × 4 hours)
- ♦ 20 to 25 hours of self-directed study and project work
- ♦ One assignment or assessment every 3 to 4 weeks





Units' **Breakdown**

Module 01: Fundamentals of Finance and Financial Decision-Making

This module comprehensively introduces financial principles, valuation techniques, and financial modelling. Participants will develop the skills to interpret financial statements, assess business performance, and apply financial models for strategic decision-making.



Key Learning Outcomes

By the end of this module, participants will be able to:

- ♦ Understand financial modelling, valuation techniques, and corporate finance fundamentals.
- ♦ Apply key financial concepts such as the time value of money, discount rates, and cost of capital.
- ♦ Analyse income Statements, Balance Sheets, and Cash Flow Statements.
- ♦ Use financial ratios and performance metrics to evaluate business health.
- ♦ Develop a basic financial model, integrating revenue, costs, profit, and cash flow projections.
- ♦ Apply Discounted Cash Flow (DCF) and Comparable Company Analysis (CCA) for valuation.
- ♦ Identify financial risks and support data-driven investment decisions.



Assessment Overview

Participants will be evaluated through:

- ♦ Multiple-choice questions (MCQs) testing financial modelling and valuation knowledge.
- ♦ Short answer questions assessing financial principles and applications.
- ♦ Practical calculations covering profit analysis, financial ratios, and time value of money.
- ♦ Case studies and business scenarios applying valuation techniques to real-world finance.

Classroom
Training

30 hours

Independent Learning
& Assignments

50 hours

Total Learning
Hours

80 hours

This module equips participants with essential financial analysis and modelling skills, enabling them to make informed corporate and investment decisions.



Module 02: Financial Statements and Accounting Essentials

A solid understanding of financial statements and accounting principles is fundamental for finance professionals. This module provides participants with the skills to interpret financial statements, assess business performance, and understand the impact of financial transactions. Through practical application, participants will gain experience in financial ratio analysis, double-entry accounting, and key accounting principles used in decision-making.



Key Learning Outcomes

By the end of this module, participants will be able to:

- ♦ Understand the structure and purpose of the income Statement, Balance Sheet, and Cash Flow Statement and how they interrelate.
- ♦ Apply the Accounting Equation ($\text{Assets} = \text{Liabilities} + \text{Equity}$) to assess a company's financial position.
- ♦ Demonstrate knowledge of double-entry accounting, including debits and credits, and apply it to business transactions.
- ♦ Calculate and interpret financial ratios, including liquidity, profitability, and solvency metrics, to evaluate financial health.
- ♦ Differentiate between Accrual and Cash Accounting and understand their implications for financial reporting.
- ♦ Identify and assess financial red flags in company reports and provide recommendations based on financial analysis.



Assessment Overview

Participants will be evaluated through:

- ♦ Multiple-choice questions (MCQs) to test knowledge of financial statements and accounting principles.
- ♦ Short-answer and case-based questions to assess the ability to interpret and analyse financial data.
- ♦ Practical calculations, including financial ratios, double-entry transactions, and the impact of financial decisions.
- ♦ Business scenario analysis, requiring participants to apply financial knowledge to real-world decision-making.

Classroom
Training

26 hours

Independent Learning
& Assignments

54 hours

Total Learning
Hours

80 hours

This module equips participants with essential financial literacy skills, enabling them to confidently analyse financial reports and make informed business and investment decisions.



Module 03: Corporate Finance and Capital Budgeting

Corporate finance is vital in investment decisions, capital structure, and risk management. This module provides participants with the knowledge and tools to evaluate financial performance, assess investment opportunities, and develop capital budgeting strategies. It also covers corporate governance, ethical financial practices, and the impact of mergers and acquisitions (M&A) on financial decision-making.



Key Learning Outcomes

By the end of this module, participants will be able to:

- ♦ Understand the principles of corporate finance and capital budgeting and their role in strategic decision-making.
- ♦ Assess financial performance using key metrics such as ROI, ROE, EBITDA, and leverage ratios.
- ♦ Evaluate investment projects using capital budgeting techniques, including Net Present Value (NPV), internal Rate of Return (IRR), and Payback Period.
- ♦ Compare debt, equity, and hybrid financing options and their impact on financial stability.
- ♦ Analyse capital structure theories, such as Trade-Off and Pecking Order Theories, to determine optimal financing strategies.
- ♦ Conducted risk assessment and scenario analysis using sensitivity analysis and Monte Carlo simulations.
- ♦ Examine corporate governance frameworks, address agency conflicts, and align executive decisions with shareholder interests.
- ♦ Evaluate M&A strategies, including valuation methods, synergy analysis, and financial risk assessment.



Assessment Overview

Participants will be evaluated through:

- ♦ Conceptual assessments testing corporate finance principles.
- ♦ Financial calculations applying capital budgeting techniques.
- ♦ Case study analysis of corporate financing strategies and M&A transactions.
- ♦ Strategic investment recommendations, where participants assess financing options and present data-driven conclusions.

Classroom
Training

36 hours*

Independent Learning
& Assignments

64 hours

Total Learning
Hours

100 hours

This module equips participants with the financial expertise to assess investment opportunities, optimise capital structure, and support corporate financial strategy.

* including 12 hours of Excel applications



Module 04: Corporate Valuation and Financial Analysis

Corporate valuation is essential for financial professionals and investors, enabling them to determine a company's worth and make informed investment decisions. This module provides participants practical expertise in valuation techniques, financial modelling, and market analysis, ensuring they can assess businesses accurately. Participants will gain hands-on experience building valuation models, analysing financial ratios, and interpreting valuation results.



Key Learning Outcomes

By the end of this module, participants will be able to:

- ◆ Understand the role of corporate valuation in investment decisions, M&A, and financial reporting.
- ◆ Apply valuation methodologies, including Discounted Cash Flow (DCF), Comparable Company Analysis (CCA), and Precedent Transactions.
- ◆ Analyse the impact of revenue growth, risk, capital structure, and market conditions on valuation.
- ◆ Develop a DCF model, forecasting free cash flows and calculating terminal value.
- ◆ Use valuation multiples such as EV/EBITDA, P/E ratio, and EV/Revenue for relative valuation.
- ◆ Adjust valuation results based on capital structure, cash reserves, and minority interests.
- ◆ Conduct sensitivity and scenario analysis to test valuation assumptions.
- ◆ Identify common valuation mistakes and strategies to mitigate them.



Assessment Overview

Participants will be evaluated through:

- ◆ Financial statement and ratio analysis to assess a company's financial health.
- ◆ DCF modelling, including free cash flow forecasting and discount rate selection.
- ◆ Comparable company and precedent transaction analysis for industry benchmarking.
- ◆ Valuation result comparisons and selection of the most reliable method.
- ◆ investment recommendation, where participants decide whether to buy, sell, or hold a stock.

Classroom Training	Independent Learning & Assignments	Total Learning Hours
32 hours*	62 hours	94 hours

This module equips participants with practical valuation and financial analysis skills, preparing them for investment analysis, corporate finance, and strategic decision-making roles.

* including 8 hours of Excel-based valuation modelling



Module 05: Financial Modelling Using Excel

Financial modelling is an essential skill for finance professionals, allowing them to analyse data, forecast performance, and make strategic decisions. This module provides hands-on training in building dynamic financial models in Excel, linking financial statements, applying forecasting techniques, and conducting scenario analysis to assess financial risks. Participants will also develop interactive dashboards and automated financial tools, using best practices in model structuring and auditing.



Key Learning Outcomes

By the end of this module, participants will be able to:

- ◆ Understand financial modelling fundamentals and their role in corporate finance and investment analysis.
- ◆ Utilise key Excel functions, such as LOOKUP, SUMIF, INDEX-MATCH, and Data Tables, to build efficient models.
- ◆ integrate income statements, balance sheets, and cash flow statements into a financial model.
- ◆ Apply forecasting techniques to project revenue and expenses, including trend analysis and industry benchmarking.
- ◆ Conduct scenario and sensitivity analysis using Excel tools like Scenario Manager and Goal Seek.
- ◆ Design interactive financial dashboards with pivot tables, slicers, and automated charts.
- ◆ Implement best practices for auditing and structuring models, ensuring accuracy and efficiency.



Assessment Overview

Participants will be evaluated through:

- ◆ Financial model construction, integrating dynamic financial statements.
- ◆ Forecasting and scenario analysis, assessing financial risks and assumptions.
- ◆ Dashboard development, creating interactive reports for financial decision-making.
- ◆ Strategic financial recommendations based on data-driven analysis.

Classroom Training	independent Learning & Assignments	Total Learning Hours
36 hours	84 hours	120 hours

This module provides participants with advanced financial modelling and analytical skills, enabling them to excel in financial planning, risk assessment, and corporate finance decision-making.



Capstone Project: Financial Performance Analysis and Strategic Recommendations

The capstone project is the final practical application of all the skills and knowledge acquired throughout the diploma. Participants will conduct a comprehensive financial analysis of a publicly traded company, applying valuation models, financial statement analysis, and strategic investment recommendations. They will also develop a dynamic financial model in Excel, integrating scenario analysis for data-driven decision-making.



Key Learning Outcomes

By the end of this project, participants will be able to:

- ♦ Analyse financial statements to assess company performance and financial health.
- ♦ Calculate and interpret key financial ratios, including liquidity, profitability, and return on equity (ROE).
- ♦ Apply corporate valuation methods, such as Discounted Cash Flow (DCF) modelling and Comparable Company Analysis (CCA).
- ♦ Develop a fully integrated financial model in Excel, linking financial statements with sensitivity analysis.
- ♦ Evaluate a company's capital structure, comparing debt-to-equity ratios and financing strategies.
- ♦ Conduct scenario analysis to assess the impact of economic and financial changes on valuation.
- ♦ Prepare a comprehensive financial report, providing strategic investment recommendations.
- ♦ Present findings through a professional business presentation.



Project Phases

Participants will follow a structured approach to financial analysis, covering:

- 1. Financial and Accounting Analysis** – Reviewing the company's income Statement, Balance Sheet, and Cash Flow Statement over three years.
- 2. Corporate Finance and Capital Structure Assessment** – This involves evaluating the company's capital structure, financing sources, and financial stability.
- 3. Company Valuation & investment Decision** – Applying DCF modelling and industry benchmarking to make investment recommendations.
- 4. Financial Model Development in Excel** – Creating an automated Excel model integrating valuation techniques and scenario testing.
- 5. Final Report & Presentation** – Compiling insights into a professional financial report and investor presentation.



Capstone Project: Financial Performance Analysis and Strategic Recommendations



Assessment Overview

Participants will be evaluated through:

- ♦ Financial statement analysis – Accuracy in assessing financial health.
- ♦ Capital structure and strategic financial analysis – Evaluation of financing options.
- ♦ Company valuation and investment recommendations – Effective application of valuation models.
- ♦ Excel-based financial model development – integration of financial data and scenario analysis.
- ♦ Final report and presentation – Clarity, depth, and professional structure.

Supervised Learning
& Group Discussions

45 hours

Independent Research
& Practical Application

60 hours

Final Report Review
& Presentation Preparation

25 hours

Total Learning Hours

130 hours

This project provides participants real-world financial analysis experience, preparing them for financial analysis, corporate valuation, investment decision-making, and business consulting careers.





PROFESSIONAL PROGRAM IN

INTERNATIONAL ACCOUNTING & IFRS REPORTING



Contents

Module 01: Understanding Financial Statements & Accounting Basics



Overview

This foundational module equips participants with essential knowledge to understand and analyse the three core financial statements—income Statement, Balance Sheet, and Cash Flow Statement—in alignment with IFRS. Learners will apply the accounting equation, practice double-entry bookkeeping, and interpret key ratios for evaluating business performance. The module also highlights the distinction between accrual and cash accounting and introduces common financial red flags.



Key Learning Outcomes

- ♦ Explain the structure and interconnection of the core financial statements
- ♦ Apply the accounting equation and record business transactions using double-entry principles
- ♦ Analyze liquidity, profitability, and solvency through ratio interpretation
- ♦ Distinguish between accrual and cash accounting methods
- ♦ Identify key accounting principles and recognise red flags in financial disclosures



Assessment Overview

- ♦ MCQs and short-form questions on accounting principles and IFRS logic
- ♦ Case-based evaluation of company data and transaction impact
- ♦ A practical assignment involving company analysis, journal entries, and reflection on decision-making
- ♦ Optional challenge: build an Excel model to simulate automated statement updates

Total

76 hours

Instructor-led
Training

20 hours

Independent
Study

50 hours

Assignment
Work

6 hours



Module 02: Asset Accounting & Sustainability Reporting



Overview

This module focuses on accounting for tangible and intangible assets, including depreciation, impairment, and revaluation. Participants will also learn to account for investment properties and government grants and integrate sustainability-related financial disclosures in accordance with IFRS S1 and S2. Learners will apply IFRS principles in real-world reporting scenarios through practical tasks and case-based learning.



Key Learning Outcomes

- ♦ Apply IFRS to record and disclose PPE and intangible assets
- ♦ Conduct impairment tests under IAS 36 and draft disclosure notes
- ♦ Distinguish between fair value and cost models for investment property (IAS 40)
- ♦ Account for and present government grants in line with IAS 20
- ♦ Draft sustainability disclosures in accordance with IFRS S1 & S2



Assessment Overview

- ♦ MCQs, calculations, and journal entries based on IAS 16, 36, 38, 40, 20, and IFRS S1 & S2
- ♦ Case studies involving impairment, asset treatment, and sustainability reporting
- ♦ Practical task: Prepare financial statement extracts with integrated asset and sustainability disclosures

Instructor-led
Training

15 hours

Independent
Study

40 hours

Total

55 hours



Module 03: Financial Instruments & Performance Reporting



Overview

This module provides a comprehensive introduction to the classification, measurement, and reporting of financial instruments, as well as to calculating earnings per share (EPS) and preparing segment disclosures. Participants will gain hands-on experience applying IFRS standards (IAS 32, IFRS 9, IAS 33, IFRS 8) to evaluate performance and enhance the transparency of financial reporting.



Key Learning Outcomes

- ♦ Classify and measure financial instruments, including compound and hybrid instruments
- ♦ Calculate expected credit losses (ECL) and account for derecognition under IFRS 9
- ♦ Compute and disclose both basic and diluted EPS under IAS 33
- ♦ Prepare segment reporting disclosures in compliance with IFRS 8
- ♦ Integrate financial instruments and performance metrics into financial statement preparation



Assessment Overview

- ♦ MCQs and numerical questions on financial instrument classification and impairment
- ♦ EPS calculations and segment analysis
- ♦ Case-based disclosure preparation and financial impact assessment
- ♦ Comprehensive task: Build an IFRS-compliant financial reporting extract incorporating all elements

Instructor-led
Training

8 hours

Independent
Study

32 hours

Total

40 hours



Module 04: Revenue, Leasing & Related Transactions



Overview

This module introduces participants to IFRS standards governing revenue recognition (IFRS 15), lease accounting (IFRS 16), inventory valuation (IAS 2), and related party disclosures (IAS 24). Learners will develop the practical skills to apply these standards to various industry transactions and prepare compliant financial disclosures.



Key Learning Outcomes

- ♦ Apply IFRS 15 to recognise revenue from customer contracts, including performance obligations and variable consideration
- ♦ Account for lease transactions from both lessee and lessor perspectives under IFRS 16
- ♦ Measure inventory and apply costing methods and NRV adjustments under IAS 2
- ♦ Identify and disclose related party transactions in line with IAS 24



Assessment Overview

- ♦ Multiple-choice questions and short-form calculations on revenue, leases, and inventory
- ♦ Scenario-based journal entries and disclosure drafting
- ♦ Case studies on contract-based revenue recognition and lease arrangements
- ♦ Final reporting task combining revenue, lease, inventory, and related party disclosure in one financial extract

Instructor-led
Training

10 hours

Independent
Study

35 hours

Total

45 hours



Module 05: Accounting Policies, Events & Fair Value Measurement



Overview

This module explores key IFRS standards related to accounting policies and estimates, post-reporting period events, foreign currency transactions, provisions, and fair value measurement. Participants will apply IFRS concepts from IAS 8, 10, 21, 37, and IFRS 13 to handle adjustments, disclosures, and valuation challenges in real-world reporting scenarios.



Key Learning Outcomes

- ♦ Apply IAS 8 to account for changes in policies, estimates, and prior-period errors
- ♦ Identify and report post-balance-sheet events under IAS 10
- ♦ Account for foreign currency transactions and conversions using IAS 21
- ♦ Recognize and measure provisions and contingencies under IAS 37
- ♦ Prepare fair value measurements and disclosures following IFRS 13



Assessment Overview

- ♦ MCQs, journal entries, and numerical problems on provisions, currency remeasurement, and valuation
- ♦ Case studies on accounting policy changes and post-reporting adjustments
- ♦ Final task: Prepare an IFRS-compliant reporting extract covering multiple standards from the unit

Instructor-led
Training

15 hours

Independent
Study

40 hours

Total

55 hours



Module 06: Advanced IFRS Applications (Optional)



Overview

This module is designed for participants who wish to deepen their technical knowledge of advanced IFRS topics, including share-based payments, insurance contracts, employee benefits, deferred taxes, and mineral resource exploration. The unit is ideal for learners applying IFRS in complex scenarios, particularly in insurance, mining, and multinational corporate reporting sectors.



Key Learning Outcomes

- ♦ Account for exploration and evaluation costs under IFRS 6
- ♦ Measure and disclose share-based payment arrangements under IFRS 2
- ♦ Apply IFRS 17 to insurance contract liabilities and disclosures
- ♦ Recognize and measure employee benefit obligations using IAS 19
- ♦ Calculate and report current and deferred tax positions under IAS 12



Assessment Overview

- ♦ MCQs, numerical calculations, and journal entries across multiple advanced IFRS topics
- ♦ Case studies involving mining operations, insurance policies, and tax reconciliations
- ♦ Final comprehensive task: Prepare an IFRS-compliant reporting extract combining five advanced standards

Instructor-led
Training

15 hours

Independent
Study

45 hours

Total

60 hours





Free Educational

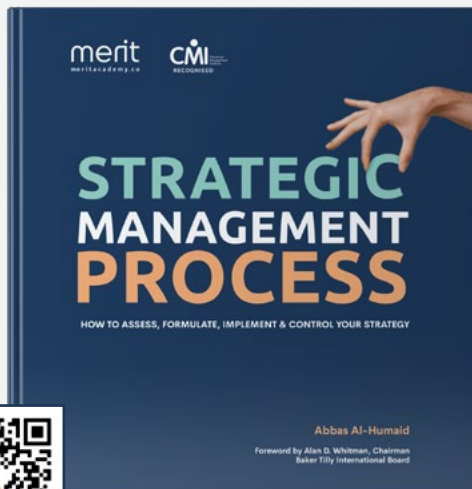
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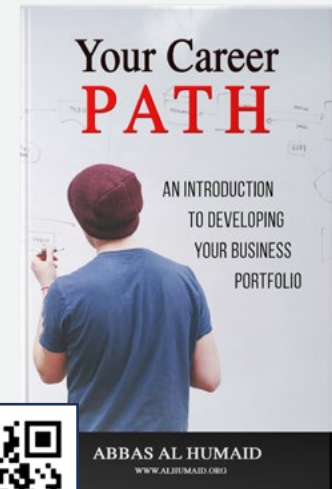
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