

## Chartered Institute of Management and Leadership Comprehensive Professional Syllabus – Management and Leadership Pathway (Levels 1–5)

---

### Program Overview

This program develops management, leadership, and strategic capabilities across five progressive levels. Participants gain foundational knowledge, operational expertise, advanced strategic skills, and mastery in global leadership and corporate governance. The program emphasizes practical application through essays and case studies, integrating ethical, analytical, and professional competencies aligned with chartered management standards.

### Assessment Policy Summary

Level	Assessment Types	Typical Weighting
Level 1	Essay, Case Study	40–60% Essay / 40–60% Case Study
Level 2	Essay, Case Study	40–60% Essay / 40–60% Case Study
Level 3	Essay, Case Study	40–60% Essay / 40–60% Case Study
Level 4	Essay, Case Study	40–60% Essay / 40–60% Case Study
Level 5	Essay, Case Study	40–60% Essay / 40–60% Case Study

---

## Level 1: Foundation Pathway

**Goal:** Build foundational knowledge and professional skills in management, leadership, business communication, economics, accounting, information systems, and legal frameworks.

### Principles of Management and Leadership

**Description:** Introduces management and leadership concepts, functions, and organizational applications. **Learning Outcomes:**

- Explain key management functions and leadership roles.
- Apply motivational and leadership theories to practical situations.
- Assess organizational behavior in professional contexts.
- Demonstrate ethical decision-making in leadership scenarios. **Module Topics:** Management theories; Leadership styles; Organizational behavior; Motivation theories; Planning, organizing, staffing, directing, controlling; Decision-making processes; Ethical leadership. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Robbins, S. P., & Coulter, M. (2021). *Management* (15th Ed.). Pearson.

## Business Communication

**Description:** Develops written, oral, and digital communication skills for professional business contexts. **Learning Outcomes:** Write professional reports; Deliver presentations; Apply communication strategies; Utilize digital communication tools. **Module Topics:** Business writing; Presentation skills; Listening and interpersonal communication; Cross-cultural communication; Negotiation; Digital communication. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Guffey, M. E., & Loewy, D. (2023). *Business Communication: Process and Product* (10th Ed.). Cengage.

## Fundamentals of Economics

**Description:** Introduces micro- and macroeconomic principles for business decision-making. **Learning Outcomes:** Explain supply and demand; Analyze economic indicators; Evaluate economic factors; Apply economic reasoning. **Module Topics:** Microeconomics; Macroeconomics; International trade; Economic cycles; Opportunity cost; Pricing strategies. **Assessment:** Essay (60%), Case Study (40%) **Suggested Textbook:** Mankiw, N. G. (2020). *Principles of Economics* (9th Ed.). Cengage.

## Accounting Fundamentals

**Description:** Covers foundational accounting principles and financial statements. **Learning Outcomes:** Prepare financial statements; Understand double-entry bookkeeping; Interpret financial data; Demonstrate ethical accounting. **Module Topics:** Accounting principles; Financial statements; Journal entries; Trial balance; Financial analysis; Ethics. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Horngren, C. T. et al. (2022). *Accounting* (12th Ed.). Pearson.

## Information Systems

**Description:** Examines business information systems for decision-making and operations. **Learning Outcomes:** Identify types of systems; Analyze IT for decisions; Apply data security; Evaluate emerging technologies. **Module Topics:** MIS; DSS; ERP; Databases; Cybersecurity; Emerging technologies. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Laudon, K. C., & Laudon, J. P. (2023). *Management Information Systems* (17th Ed.). Pearson.

## Business Law

**Description:** Introduces legal frameworks affecting business operations. **Learning Outcomes:** Understand business law; Analyze legal issues; Apply legal principles; Evaluate compliance. **Module Topics:** Contract law; Corporate law; Employment law; Intellectual property; Business ethics; Consumer protection. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Cheeseman, H. R. (2022). *Business Law* (11th Ed.). Pearson.

---

## Level 2: Intermediate Pathway

**Goal:** Develop applied management, operational, and analytical skills.

### Operations and Project Management

**Description:** Introduces operations strategy, project planning, and process optimization.

**Learning Outcomes:** Apply project management methodologies; Analyze operational efficiency; Use project tools; Assess process improvements. **Module Topics:** Operations strategy; Project lifecycle; Process analysis; Resource management; Scheduling; Quality control; Lean and Six Sigma. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Heizer, J., Render, B., & Munson, C. (2022). *Operations Management* (14th Ed.). Pearson.

### Human Resource Management

**Description:** Focuses on HR planning, development, and employee performance. **Learning Outcomes:** Design recruitment and training; Evaluate performance systems; Assess HR policies; Apply HR analytics. **Module Topics:** Recruitment; Training and development; Performance management; Compensation; HR policies; Employee relations; HR ethics. **Assessment:** Essay (60%), Case Study (40%) **Suggested Textbook:** Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice* (16th Ed.). Kogan Page.

### Financial Management Basics

**Description:** Covers budgeting, ratio analysis, and working capital management. **Learning Outcomes:** Prepare budgets; Analyze financial ratios; Explain capital structure; Assess investment options. **Module Topics:** Financial planning; Ratio analysis; Working capital; Capital budgeting; Cost of capital; Financing decisions. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Brigham, E. F., & Ehrhardt, M. C. (2021). *Financial Management: Theory & Practice* (16th Ed.). Cengage.

### Management Accounting

**Description:** Applies costing and control systems for decision-making. **Learning Outcomes:** Use costing techniques; Conduct variance analysis; Prepare management reports; Support strategic decisions. **Module Topics:** Costing methods; Budgeting; CVP analysis; Performance metrics; Decision-making tools. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Drury, C. (2020). *Management and Cost Accounting* (11th Ed.). Cengage.

### Logistics and Supply Chain Management

**Description:** Focuses on supply chain strategy, logistics, and optimization. **Learning Outcomes:** Evaluate supply chains; Apply inventory management; Analyze logistics networks; Improve operational efficiency. **Module Topics:** Supply chain design; Inventory management;

Transportation; Warehousing; Procurement; Lean logistics; Global supply chain. **Assessment:** Essay (60%), Case Study (40%) **Suggested Textbook:** Christopher, M. (2016). *Logistics and Supply Chain Management* (6th Ed.). Pearson.

## Decision Making and Problem Solving

**Description:** Develops analytical frameworks for managerial decisions. **Learning Outcomes:** Apply decision models; Conduct SWOT and risk analysis; Solve complex problems; Use data for decisions. **Module Topics:** Decision-making models; Problem-solving frameworks; Risk analysis; Critical thinking; Strategic planning tools. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Bazerman, M. H., & Moore, D. A. (2020). *Judgment in Managerial Decision Making* (8th Ed.). Wiley.

---

## Level 3: Advanced Pathway

**Goal:** Strengthen strategic, leadership, marketing, analytics, and global business competencies.

### Strategic & Change Management

**Description:** Examines strategy formulation, implementation, and organizational change. **Learning Outcomes:** Formulate strategies; Apply change models; Evaluate strategic tools; Lead change initiatives. **Module Topics:** Strategic analysis; Competitive advantage; Change models; SWOT; PESTEL; Balanced scorecard; Strategy implementation. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Johnson, G., Scholes, K., & Whittington, R. (2020). *Exploring Strategy* (12th Ed.). Pearson.

### Leadership in Organizations

**Description:** Focuses on leadership theory, motivation, and team dynamics. **Learning Outcomes:** Analyze leadership models; Assess teams; Apply motivational techniques; Evaluate leadership effectiveness. **Module Topics:** Leadership theories; Team building; Motivation; Communication; Conflict management; Ethical leadership. **Assessment:** Essay (60%), Case Study (40%) **Suggested Textbook:** Northouse, P. G. (2021). *Leadership: Theory and Practice* (9th Ed.). Sage.

### Marketing and Customer Relationship Management

**Description:** Integrates marketing strategy with customer relationship management. **Learning Outcomes:** Design marketing strategies; Apply CRM tools; Evaluate customer insights; Optimize marketing performance. **Module Topics:** Marketing principles; Consumer behavior; CRM strategies; Digital marketing; Branding; Marketing analytics. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Kotler, P., & Keller, K. L. (2021). *Marketing Management* (16th Ed.). Pearson.

## Business Intelligence & Analytics

**Description:** Applies analytics tools for data-driven decision-making. **Learning Outcomes:** Analyze data; Interpret BI reports; Conduct predictive analytics; Support strategic decisions. **Module Topics:** Data visualization; BI tools; Predictive and descriptive analytics; Dashboard creation; Decision support systems. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Sharda, R., Delen, D., & Turban, E. (2020). *Business Intelligence and Analytics* (11th Ed.). Pearson.

## Global Business Environment

**Description:** Explores globalization, international markets, and cross-cultural management. **Learning Outcomes:** Evaluate global business trends; Analyze cultural impacts; Assess trade policies; Develop international strategies. **Module Topics:** Globalization; International trade; Cultural intelligence; Emerging markets; Political and economic environment; Global strategy. **Assessment:** Essay (60%), Case Study (40%) **Suggested Textbook:** Hill, C. W. L., & Hult, G. T. M. (2020). *International Business* (14th Ed.). McGraw-Hill.

## Advanced Accounting

**Description:** Focuses on consolidation, IFRS, and complex financial reporting. **Learning Outcomes:** Prepare consolidated statements; Interpret international standards; Evaluate financial performance; Ensure compliance. **Module Topics:** Consolidation; IFRS; Advanced financial statements; Reporting requirements; Financial analysis; Ethics in reporting. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Elliott, B., & Elliott, J. (2021). *Financial Accounting and Reporting* (20th Ed.). Pearson.

---

## Level 4: Expert Pathway

**Goal:** Apply advanced strategic, financial, ethical, and leadership frameworks in executive contexts.

### Corporate Finance and Risk Management

**Description:** Explores corporate finance strategies and risk mitigation. **Learning Outcomes:** Assess financial risks; Apply capital budgeting; Use derivatives for hedging; Evaluate financial strategies. **Module Topics:** Capital structure; Investment appraisal; Risk analysis; Derivatives; Financial planning; Corporate governance. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of Corporate Finance* (13th Ed.). McGraw-Hill.

## Advanced Strategic Leadership

**Description:** Develops executive leadership and strategic influence. **Learning Outcomes:** Lead complex initiatives; Design strategic leadership programs; Evaluate organizational impact; Apply ethical leadership. **Module Topics:** Visionary leadership; Influence and negotiation; Strategic decision-making; Executive coaching; Organizational culture. **Assessment:** Essay (60%), Case Study (40%) **Suggested Textbook:** Yukl, G. (2019). *Leadership in Organizations* (9th Ed.). Pearson.

## Innovation and Change Management

**Description:** Examines innovation pipelines and change leadership. **Learning Outcomes:** Manage innovation; Implement change strategies; Evaluate organizational agility; Apply creativity frameworks. **Module Topics:** Innovation processes; Design thinking; Change management models; Organizational agility; Technology adoption. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Tidd, J., & Bessant, J. (2020). *Managing Innovation* (7th Ed.). Wiley.

## Forensic Management

**Description:** Covers investigative techniques, fraud detection, and compliance. **Learning Outcomes:** Detect fraud; Apply forensic tools; Conduct audits; Evaluate compliance processes. **Module Topics:** Fraud detection; Forensic accounting; Auditing; Risk assessment; Compliance standards. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Bologna, J., & Lindquist, R. (2020). *Fraud Auditing and Forensic Accounting* (5th Ed.). Wiley.

## Sustainability and Corporate Social Responsibility

**Description:** Integrates CSR and sustainability into organizational strategy. **Learning Outcomes:** Develop CSR initiatives; Assess ESG performance; Evaluate sustainable practices; Apply ethical considerations. **Module Topics:** CSR principles; Sustainability strategy; Environmental impact; Stakeholder engagement; Reporting and compliance. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Crane, A., Matten, D., & Spence, L. (2019). *Corporate Social Responsibility: Readings and Cases* (4th Ed.). Routledge.

## Corporate Governance & Strategic Risk Management

**Description:** Examines governance frameworks and strategic risk policies. **Learning Outcomes:** Analyze governance structures; Apply risk management frameworks; Ensure ethical compliance; Evaluate board responsibilities. **Module Topics:** Corporate governance; Strategic risk; Compliance; Board roles; Ethical frameworks; Policy development. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Tricker, B. (2022). *Corporate Governance: Principles, Policies, and Practices* (5th Ed.). Oxford University Press.

---

## Level 5: Mastery Pathway

**Goal:** Achieve mastery in global leadership, innovation, strategic management, and corporate governance.

### Leadership Excellence and Mentorship

**Description:** Develops transformational leadership and mentoring skills. **Learning Outcomes:** Apply coaching and mentoring; Evaluate leadership impact; Develop succession plans; Promote ethical leadership. **Module Topics:** Transformational leadership; Mentorship programs; Coaching techniques; Leadership evaluation; Professional development. **Assessment:** Essay (60%), Case Study (40%) **Suggested Textbook:** Maxwell, J. C. (2018). *Developing the Leader Within You 2.0*. HarperCollins.

### Global Strategic Management

**Description:** Integrates global strategy and competitive intelligence at an executive level. **Learning Outcomes:** Formulate global strategies; Apply scenario planning; Assess competitive environments; Lead strategic initiatives. **Module Topics:** Global strategy; Competitive analysis; Strategic planning; International business models; Risk evaluation; Decision-making. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Barney, J. B., & Hesterly, W. S. (2021). *Strategic Management and Competitive Advantage* (7th Ed.). Pearson.

### Advanced Organizational Development

**Description:** Focuses on organizational change, culture, and development at scale. **Learning Outcomes:** Design OD interventions; Conduct organizational diagnostics; Evaluate culture change; Implement transformation initiatives. **Module Topics:** Organizational design; Change management; Culture and development; Diagnostics and evaluation; Talent management. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Cummings, T. G., & Worley, C. G. (2020). *Organization Development and Change* (11th Ed.). Cengage.

### Innovation, Entrepreneurship, and Corporate Strategy

**Description:** Combines innovation, entrepreneurship, and corporate strategic planning. **Learning Outcomes:** Develop strategic business plans; Apply innovation models; Evaluate entrepreneurial initiatives; Integrate strategy and innovation. **Module Topics:** Innovation strategy; Corporate entrepreneurship; Strategic planning; Business model innovation; Change management. **Assessment:** Essay (50%), Case Study (50%) **Suggested Textbook:** Kuratko, D. F. (2020). *Entrepreneurship: Theory, Process, and Practice* (12th Ed.). Cengage.

### Professional Ethics, Policy, and Governance

**Description:** Addresses corporate ethics, governance policies, and compliance. **Learning Outcomes:** Analyze ethical frameworks; Evaluate governance models; Develop ethical policies; Ensure professional compliance. **Module Topics:** Business ethics; Governance frameworks;

Policy development; Regulatory compliance; Ethical decision-making. **Assessment:** Essay (40%), Case Study (60%) **Suggested Textbook:** Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2021). *Business Ethics: Ethical Decision Making and Cases* (13th Ed.). Cengage.

## Global Leadership & Diplomacy

**Description:** Equips leaders with negotiation, diplomacy, and intercultural leadership skills.

**Learning Outcomes:** Apply negotiation strategies; Demonstrate intercultural competence; Lead international projects; Resolve conflicts diplomatically. **Module Topics:** Global leadership;

Diplomacy; Cross-cultural negotiation; International relations; Conflict resolution. **Assessment:**

Essay (50%), Case Study (50%) **Suggested Textbook:** Morrison, T. (2019). *The Global Business Leader: Practical Advice for Success in a Transcultural Marketplace*. Routledge.