

CILG Level 3 Syllabus

CILG — Level 3 Diploma | Comprehensive Syllabus

Syllabus · Level 3 · Diploma in Leadership & Governance

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Official Syllabus — 2024 Edition

Level 3 Syllabus

Diploma in Leadership and Governance — Skills Level

Modules

Learning Outcomes

60+

Topic Areas

45+

Reading References

Module 3.1

Strategic Leadership in Practice

Module 3.2

Corporate Governance in Practice

Module 3.3

Risk Management and Organisational Resilience

Module 3.4

Stakeholder Management and Organisational Communication

Module 3.5

Project and Programme Leadership

Qualification Level

Level 3 — Diploma in Leadership and Governance (Skills Level)

5 Modules

Professional Practice Assignments + Case Study Reports

3 – 3.5 hours / submission period

Minimum pass: 50%

Study load: 120–150 hours per module

Skills

Successful completion of all five Level 3 modules, together with the verification of two years' professional experience and CPD compliance, awards the designation

— a formally recognised professional qualification acknowledging competent, qualified practice in leadership and governance. Post-nominal:

3.1

MODULE

Strategic Leadership in Practice

Translating strategy into action — change leadership, strategic communication, and high-performance culture in complex organisational environments

Module Overview

Skills Level Note:

This module is assessed through a

Professional Practice Assignment (PPA)

— a 2,500–4,000-word structured assignment requiring candidates to apply module learning outcomes to a real leadership or strategic challenge in their own professional context. This is not a theoretical exercise: assessors expect concrete examples, specific decisions, and genuine professional reflection.

The module integrates insights from strategic management, change leadership, organisational psychology, and stakeholder engagement into a unified framework for strategic leadership practice. Candidates are expected to engage deeply with the change management literature — particularly the Kotter, ADKAR, and McKinsey 7S frameworks — and to apply these frameworks to realistic transformation scenarios. The module also develops the strategic communication and political intelligence capabilities that distinguish effective executive-level leaders.

A distinctive emphasis of this module is leading through ambiguity. The most significant leadership challenges are rarely straightforward — they involve incomplete information, competing priorities, and stakeholder groups with conflicting interests. This module develops the adaptive decision-making and scenario navigation capabilities that complex professional environments demand.

Professional Rationale:

McKinsey research shows that 70% of large-scale change programmes fail to achieve their objectives. The primary reason is not technical failure but leadership failure — inadequate change leadership, poor communication, insufficient stakeholder engagement, and failure to build cultural alignment. This module directly addresses those failure modes, equipping candidates with the evidence-based change leadership capability that turns strategic intent into organisational performance.

Module Objectives

To develop practical strategic communication competency — equipping candidates to craft and deliver compelling strategic narratives that build alignment and commitment across complex stakeholder groups

To build change leadership capability using structured, evidence-based change management frameworks including Kotter's 8-step model, ADKAR, and the McKinsey 7S framework

To develop advanced stakeholder influencing skills — including political intelligence, coalition building, and the management of resistance at senior organisational levels

To address how leaders build and sustain high-performance cultures that are genuinely aligned to strategic goals — going beyond values statements to the structural and behavioural changes that make cultural alignment real

To develop adaptive decision-making and scenario planning capabilities for leaders operating in conditions of high ambiguity and uncertainty

To examine the leadership challenges specific to digital transformation and the post-pandemic hybrid organisation — including the governance of distributed leadership

To develop structured reflective practice as a continuous professional development discipline — applying reflective models to strategic leadership experience

Detailed Topic Content

Strategic narrative and communication: the leader as storyteller; crafting strategic narratives that inspire as well as inform; the neuroscience of persuasion and its application to strategic communication

Communicating strategy across organisational levels: from board-level to front-line; adaptation by audience; managing the "message cascade" without distortion

Kotter's 8-step change model: detailed application — creating urgency; building the guiding coalition; forming the strategic vision; enlisting volunteers; removing barriers; generating short-term wins; sustaining acceleration; instituting change

ADKAR change management model: Awareness, Desire, Knowledge, Ability, Reinforcement — applying ADKAR to individual change journeys; using ADKAR as a change readiness diagnostic

McKinsey 7S Framework: Strategy, Structure, Systems, Shared Values, Skills, Style, Staff — using 7S for change alignment; identifying misalignments that undermine strategic execution

Managing resistance to change: sources of resistance (cognitive, emotional, political, cultural); evidence-based approaches to overcoming resistance; when resistance contains valuable information

Building and sustaining change momentum: managing the "change fatigue" phenomenon; sustaining commitment through the "messy middle"; recognising and responding to energy depletion in change programmes

Political intelligence in organisations: understanding informal power; mapping influence networks; coalition building for strategic change; managing upwards and sideways effectively

High-performance culture architecture: the relationship between culture, strategy, and performance; designing cultural change through systems, structures, symbols, and stories; the role of accountability in cultural health

Adaptive leadership applied (Heifetz): holding environments; productive disequilibrium; protecting voices of leadership from below — applied to strategic transformation contexts

Scenario planning in strategic leadership: the two-axis matrix approach; developing plausible future scenarios; using scenarios to build organisational strategic agility

Digital transformation leadership: the distinctive challenges of leading technology-driven transformation; governing the change process; the human dimensions of digitisation

Hybrid and distributed leadership: governance of decision-making in distributed organisations; accountability frameworks for hybrid working environments

Structured reflection in strategic leadership: Gibbs' reflective cycle; Kolb's experiential learning applied to leadership development; after-action review methodology for organisational learning

Learning Outcomes

On successful completion of this module, candidates will be able to:

Ref

Learning Outcome

Bloom's Level

LO 3.1.1

Develop a structured strategy communication plan for a complex organisational change, demonstrating audience-differentiation, narrative clarity, and alignment to the change management strategy

Synthesis

LO 3.1.2

Apply and critically evaluate Kotter's 8-step change management model and the ADKAR framework to a specific organisational transformation scenario, identifying their strengths and limitations in that context

Evaluation

LO 3.1.3

Use the McKinsey 7S Framework to diagnose strategic misalignments within a described organisation and recommend targeted interventions to restore alignment during a period of change

Application

LO 3.1.4

Demonstrate advanced stakeholder mapping and develop a differentiated influencing strategy for a complex change scenario involving significant political resistance

Synthesis

LO 3.1.5

Design a high-performance culture architecture specifying the structural, behavioural, and symbolic changes required to align organisational culture to a described strategic intent

Synthesis

LO 3.1.6

Apply scenario planning methodology to develop two or more strategic scenarios for a described organisation and articulate their implications for leadership decision-making and strategic risk management

Application

LO 3.1.7

Conduct a structured critical reflection on personal strategic leadership practice, applying a recognised reflective model to identify specific, evidenced development priorities

Synthesis

Suggested Readings

Leading Change

Core Text

Kotter, J.P. — Harvard Business Review Press, Boston (New Ed., 2012) | ISBN: 978-1422186435

The source text for Kotter's 8-step change model — one of the most cited management frameworks of the past three decades. Kotter's analysis of why change efforts fail (the eight errors) is as important as the eight-step framework itself.

Essential for LO 3.1.2.

ADKAR: A Model for Change in Business, Government and our Community

Core Text

Hiatt, J.M. — Prosci Learning Center Publications, Loveland CO (2006) | ISBN: 978-1930885509

The definitive text introducing the ADKAR model — the individual-focused change framework that complements Kotter's organisational focus. Where Kotter explains how to lead organisational change, ADKAR explains how individuals experience and navigate change. Together, they provide a complete two-level change framework.

Essential for LO 3.1.2.

The book is concise (approximately 150 pages) and highly practical. Chapters 2–6 develop each ADKAR element; Chapter 7 addresses diagnosis and intervention selection.

The Heart of Change: Real-Life Stories of How People Change Their Organizations

Core Text

Kotter, J.P. & Cohen, D.S. — Harvard Business Review Press, Boston (2012 ed.) | ISBN: 978-1422187333

The practice-focused companion to "Leading Change" — illustrating the 8-step model through 130 real stories of successful change from large organisations globally. Kotter's central insight here is that successful change is achieved by "see-feel-change" rather than "analysis-think-change."

Particularly relevant to LOs 3.1.1 and 3.1.5

— the strategic communication and cultural change dimensions of this module. Chapters 1 and 2 are especially powerful on the role of emotional engagement in change.

Switch: How to Change Things When Change Is Hard

Supplementary

Heath, C. & Heath, D. — Currency/Doubleday, New York (2010) | ISBN: 978-0385528757

A brilliantly accessible synthesis of behavioural science research on change, organised around the metaphor of an elephant (emotional), a rider (rational), and a path (environmental design). The Heath brothers distil decades of psychology research into practical change leadership tools.

Directly relevant to LOs 3.1.2 and 3.1.3

— particularly valuable for understanding the emotional dimensions of change resistance. Part 2 (motivating the elephant) provides the richest content for professional application.

Influence Without Authority

Supplementary

Cohen, A.R. & Bradford, D.L. — Wiley, Hoboken NJ (3rd Ed., 2017) | ISBN: 978-1119347781

The most rigorous and practical treatment of organisational influencing as a professional competency. Cohen and Bradford's "currencies" model — identifying what others value and offering it in exchange for influence — is one of the most actionable frameworks for building the political intelligence required for strategic leadership.

Essential for LO 3.1.4.

Chapters 2–4 develop the core framework; Chapters 8–12 address specific influencing challenges relevant to governance contexts.

Organizational Culture and Leadership

Core Text

Schein, E.H. & Schein, P.A. — Jossey-Bass, San Francisco (5th Ed., 2017) | ISBN: 978-1119212041

Schein's foundational culture text, now co-authored with Peter Schein, remains the essential reference for understanding and changing organisational culture. At Level 3, candidates should engage more deeply than at Level 1 — particularly with

Chapters 10–15 (culture change leadership) and Chapter 16 (culture in organisations of the future)

, which are directly relevant to LO 3.1.5. The case studies in Part 4 illustrate culture change leadership in practice.

The Irrational Side of Change Management

Professional Reading

Keller, S. & Aiken, C. — McKinsey Quarterly, October 2008 | Free at [mckinsey.com](https://www.mckinsey.com)

A landmark McKinsey article demonstrating that rational change management approaches consistently underperform because they fail to account for the irrational dimensions of human behaviour in change. Presents four counter-intuitive insights about change.

Directly relevant to LO 3.1.2 and LO 3.1.3.

Accessible, well-evidenced, and directly applicable — should be read before the PPA to sharpen the critical evaluation of change frameworks required at Distinction level.

The Art of the Long View: Planning for the Future in an Uncertain World

Supplementary

Schwartz, P. — Currency/Doubleday, New York (1996) | ISBN: 978-0385267328

The classic scenario planning text from the architect of Shell's legendary scenarios process.

Essential for LO 3.1.6.

Chapters 1–5 develop the full scenario planning methodology; Chapter 6 illustrates the process with the Shell global scenarios case. Schwartz's narrative approach makes scenario planning accessible and engaging for candidates who find the more academic strategy texts dry.

Assessment Information

Professional Practice Assignment (PPA)

Module 3.1 is assessed through a

Professional Practice Assignment (PPA)

. Candidates identify a real strategic leadership or change challenge from their professional context and apply the module's frameworks to analyse, plan, or evaluate it. The PPA must demonstrate

genuine professional application

— not theoretical description. Submission deadline: 4 weeks after module completion. Word count: 2,500–4,000 words.

Assessment Criteria (Weighted)

Weighting by criterion:

Professional Application to Own Context

40%

Analytical Quality and Framework Use

30%

Reflective Practice Quality

20%

Written Communication

10%

Grading Scale

Distinction

80–100%

Merit

70–79%

Pass

50–69%

Referred

45–49%

Fail

Below 45%

PPA Guidance:

The most common reason for Fail or Refer results in Module 3.1 PPAs is excessive description of frameworks and insufficient application to the candidate's specific professional context. Assessors are experienced governance and leadership professionals — they do not need you to explain what the ADKAR model is. They need to see you applying it insightfully to a real situation.

Aim for 70% application, 30% framework description.

The reflective component (20% of marks) requires genuine, specific reflection — not generic self-improvement platitudes. Candidates who write specifically about what they did, what happened, what they felt, and what they would do differently consistently achieve Merit and above.

3.2

MODULE

Corporate Governance in Practice

Applied governance — board effectiveness, governance review, committee excellence, and governance failure analysis in real organisational contexts

Module Overview

Skills Level Note:

This module is assessed through a

Case Study Report

(examination room or open-book, 3.5 hours). Candidates receive a governance case study and are required to diagnose governance failures, evaluate governance mechanisms, and recommend improvements — demonstrating applied professional judgment, not textbook recitation.

Governance theory becomes meaningful only when it meets the messy reality of actual organisations — boards with complex dynamics, directors with competing interests, governance mechanisms that work on paper but fail in practice. This module makes that connection explicit and rigorous. It applies the governance frameworks introduced at Levels 1 and 2 to the full complexity of real governance situations, developing candidates who can diagnose governance quality, evaluate board effectiveness, challenge governance failures, and recommend constructive governance improvements.

The module examines board governance frameworks across corporate structures, explores the specific mandates and effectiveness criteria for the four principal board committees (audit, risk, remuneration, and nomination), analyses major corporate governance failures with forensic attention to the specific deficiencies that allowed them to occur, and develops candidates' ability to conduct structured board effectiveness evaluations. Executive compensation governance — a perennially controversial and technically complex area — receives dedicated attention.

The module concludes with governance across different organisational contexts — recognising that governance requirements for listed companies differ significantly from those for private companies, family businesses, charities, and public sector organisations. This comparative dimension is critical for candidates who work across multiple sectors and governance environments.

Professional Rationale:

The ICSA (Governance Institute) annual board survey consistently identifies board effectiveness, committee governance, and governance culture as the top three areas where boards fall short of best practice. This module develops the specific professional capability to address those deficiencies — equipping candidates not just to identify governance problems but to construct credible, practical governance solutions.

Module Objectives

To apply governance frameworks to the systematic assessment and improvement of real board governance — moving from code compliance to genuine governance effectiveness

To examine in depth the governance structures, Terms of Reference, mandates, and effectiveness criteria of the four principal board committees: audit, risk, remuneration, and nomination

To apply a structured governance failure analysis framework to major corporate scandals, deriving actionable governance lessons that can be applied to current governance practice

To develop the ability to design and facilitate a rigorous, evidence-based board effectiveness evaluation using established assessment frameworks

To address executive compensation governance — examining pay design principles, governance oversight mechanisms, and the evidence on pay-for-performance alignment

To differentiate governance requirements and best practice across listed companies, private companies, family businesses, charities, and public sector entities

To develop professional judgment in governance — the ability to distinguish genuine governance excellence from box-ticking compliance, and to advise boards on the substance of governance improvement

Detailed Topic Content

Board governance frameworks in comparative context: unitary boards (US, UK) versus two-tier boards (Germany, Netherlands); the Supervisory Board model; governance in hybrid structures

Board composition excellence: optimising size; the skills matrix; independence — legal definition, practical interpretation, and the independence paradox; board diversity — gender, ethnicity, cognitive diversity, and their governance implications

Board dynamics and effectiveness: role clarity; CEO-Chair relationship; board culture and psychological safety; the "good board meeting" — what it looks like and how to achieve it

The Audit Committee: purpose, composition, Terms of Reference, the financial expert requirement (SOX s.301); external auditor appointment, oversight, and independence; internal controls oversight; audit committee effectiveness evaluation checklist

The Risk Committee: mandate, composition, and relationship to the Audit Committee; ERM oversight at board level; risk appetite statement governance; the board's role in emerging risk identification

The Remuneration Committee: executive pay governance principles; pay-for-performance design; short-term incentives (STIs) and long-term incentive plans (LTIPs); clawback provisions; say-on-pay; CEO pay ratio governance

The Nomination Committee: board succession planning; director search process; Chair evaluation and succession; diversity targets and governance; board renewal — managing tenured directors

Board information and reporting: the quality of board papers; the board's information rights; management's obligation to provide complete and accurate information; independent advice for directors

Board effectiveness evaluation: internal, external (facilitated), and independent external evaluation; evaluation design; the evaluation report; converting evaluation findings into governance improvements

Governance failure analysis framework: the six categories of governance failure (oversight failure, information failure, ethical failure, structural failure, compliance failure, cultural failure); applying the framework to Enron, Carillion, Wirecard, Theranos, and WeWork

Executive compensation governance in depth: the principal-agent problem in pay design; the evidence on CEO pay and performance; international comparison of compensation governance; ESG-linked executive compensation — design and governance

Governance for private equity-backed companies: sponsor governance; the portfolio company board; minority investor protections; governance at exit

Family business governance: the family council; shareholder agreements; governance of family employment; transitioning governance as the business grows; family constitution design

Charity and non-profit governance: trustee duties (UK Charity Law, US IRS standards); governance of charitable purpose; conflict of interest in charities; financial governance; the board-CEO relationship in non-profits

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 3.2.1

Conduct a structured assessment of a described board's governance effectiveness against a recognised governance code, identifying specific gaps and proposing evidence-based improvements

Evaluation

LO 3.2.2

Analyse the mandate, composition, and effectiveness of at least two board committees in a described governance context, identifying deficiencies and recommending targeted improvements

Analysis

LO 3.2.3

Apply the governance failure analysis framework to a major corporate scandal, identifying the specific governance deficiencies present under each failure category and deriving actionable governance lessons

Synthesis

LO 3.2.4

Design a board composition matrix for a described organisation, identifying gaps across skills, independence, diversity, and experience, and recommending a structured board renewal approach

Synthesis

LO 3.2.5

Evaluate an executive compensation programme against best practice governance standards, identifying specific improvements to strengthen pay-for-performance alignment, long-term value creation, and governance accountability

Evaluation

LO 3.2.6

Compare the governance requirements across at least three different organisational contexts (e.g., listed company, family business, charity) and explain the significant differences in governance structure, oversight, and accountability

Analysis

LO 3.2.7

Design a board effectiveness evaluation process for a described organisation, specifying the evaluation methodology, information sources, reporting structure, and improvement follow-up mechanism

Synthesis

Suggested Readings

Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences

Core Text

Larcker, D.F. & Tayan, B. — Pearson FT Press (3rd Ed., 2021) | ISBN: 978-0136724636

The most evidence-based corporate governance text available — combining rigorous empirical research with accessible writing. Stanford Graduate School of Business researchers Larcker and Tayan review the actual evidence on what governance practices matter for organisational performance, and frequently challenge conventional governance wisdom.

Chapters 1–8 are directly relevant to this module;

Chapter 9 (CEO performance evaluation) supports LO 3.2.5; Chapter 10 (executive compensation) is essential for the pay governance content. The evidence-based perspective prepares candidates for Distinction-level critical analysis.

Boards That Lead: When to Take Charge, When to Partner, and When to Stay Out of the Way

Supplementary

Charan, R., Carey, D. & Useem, M. — Harvard Business Review Press (2014) | ISBN: 978-1422144053

A practitioner-focused treatment of how effective boards operate — drawing on the authors' direct experience working with hundreds of corporate boards across the US and internationally. Particularly valuable for the board dynamics, CEO-board relationship, and board committee content.

Chapters 4–7 are most directly relevant to LOs 3.2.1 and 3.2.2.

The case studies of board turnarounds provide excellent illustration of the governance improvement recommendations required in the assessment.

The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron

Supplementary

McLean, B. & Elkind, P. — Portfolio/Penguin (2004) | ISBN: 978-1591840534

The definitive account of the Enron collapse — the most consequential governance failure in corporate history. Every governance deficiency that the governance failure analysis framework identifies is present in the Enron case.

Essential background for LO 3.2.3.

The board-related chapters (5, 8, 16, and 18) are the priority reading for this module; the complete book is strongly recommended for the depth of understanding it provides about how governance failure actually unfolds in complex organisations.

Bad Blood: Secrets and Lies in a Silicon Valley Startup

Supplementary

Carreyrou, J. — Knopf (2018) | ISBN: 978-1524731656

The account of the Theranos governance scandal — a case study in board failure that is remarkable for the distinction and seniority of the board members who failed to discharge their oversight responsibilities. Unlike Enron, Theranos involved a relatively simple governance failure — a domineering CEO and a board that was either complicit or wilfully ignorant.

Directly relevant to LO 3.2.3;

its contrast with Enron's more complex failure illustrates the variety of governance failure modes. Highly readable; the entire book is recommended.

Board Evaluation Guide — Practice Guidance for Boards

Reference Document

The Governance Institute's authoritative, practical guidance on board effectiveness evaluation — covering the design, methodology, reporting, and follow-up of both internal and externally facilitated evaluations.

Essential reference for LO 3.2.7.

The evaluation questionnaire templates and best practice process descriptions provide the practical tools that candidates need to design the board effectiveness evaluation required in the assessment. Free download — approximately 45 pages.

The Independent Director: The Non-Executive Director's Guide to Effective Board Presence

Supplementary

Kakabadse, A. & Kakabadse, N. — Palgrave Macmillan (2013) | ISBN: 978-1137368614

The most comprehensive research-based guide to the non-executive director role, based on board research across the UK, Europe, and internationally.

Directly relevant to LOs 3.2.1 and 3.2.4

— the board effectiveness and composition content. Chapters 4–7 address board dynamics, independence, and the NED's specific contribution to governance quality. Chapter 10 on the board's role in strategic oversight provides important context for the inter-module connections between governance and strategy.

Executive Pay: Principles and Proposals for Reform

Report

Family Business Governance Handbook

Reference Document

IFC — International Finance Corporation, World Bank Group (2011) | Free at ifc.org/governance

The most comprehensive international guide to family business governance — covering family councils, shareholder agreements, governance of family employment, and the transition to professional governance as family businesses grow.

Directly relevant to LO 3.2.6

— the comparative governance section. Free download in English, French, Spanish, Portuguese, and Russian. Approximately 130 pages; the first three chapters are the priority reading for this module.

Assessment Information

Examination Details

Assessment type

Case Study Report — Examination Room

Duration

3.5 hours (open-book)

Min. pass mark

50% overall; min. 40% on Professional Application criterion

Format

Governance diagnostic case + structured analytical tasks

References allowed

Clean copies of governance codes (no annotations)

Assessment Criteria

Professional Application & Judgment

40%

Knowledge & Analytical Framework

30%

Stakeholder Awareness & Communication

20%

Structure, Clarity & Professionalism

10%

3.3

MODULE

Risk Management and Organisational Resilience

Enterprise risk governance — designing ERM frameworks, governing risk culture, building resilience, and communicating risk at board level

Module Overview

Skills Level Note:

Module 3.3 uses a

mixed assessment

— a Written Examination (60%, 3 hours) and a Professional Practice Assignment (40%, 4-week submission). The PPA requires candidates to apply ERM frameworks to their own organisation or a specified organisational context. Both components must be passed (minimum 50% each).

Risk management has been transformed from a technical compliance exercise into a core governance competency. The boards that handled the COVID-19 pandemic, the 2022 geopolitical shocks, and the accelerating pace of digital disruption most effectively were those with mature Enterprise Risk Management cultures, clear risk appetite frameworks, and boards genuinely engaged in strategic risk oversight — not boards that left risk to the Chief Risk Officer and filed it in the audit committee minutes.

This module develops professional ERM competency from a governance perspective. Candidates apply the leading international frameworks — COSO ERM 2017 and ISO 31000 — to design, implement, and evaluate risk management programmes. They develop expertise across the full risk taxonomy (strategic, operational, financial, reputational, cyber, climate, and geopolitical risks), build business continuity and crisis management governance capabilities, and develop the board-level risk reporting and oversight skills that constitute advanced risk governance practice.

The module treats risk culture as a governance priority rather than an HR concern. The research is clear: organisations with strong risk cultures — where risk awareness is embedded in decision-making at every level, where speaking up about risk is encouraged, and where the tone from the top creates psychological safety for risk disclosure — manage risk materially better than those with technically sophisticated ERM systems but weak cultures. This module addresses both dimensions.

Professional Rationale:

Every major governance code — the UK Corporate Governance Code, the OECD Principles, the NYSE Listed Company Manual, and ISS proxy voting guidelines — identifies risk oversight as a primary board responsibility. Yet surveys consistently show that boards rate their risk oversight effectiveness below their other governance functions. This module equips candidates to close that gap.

Module Objectives

To apply COSO ERM 2017 and ISO 31000 to design comprehensive, board-aligned enterprise risk management programmes suited to complex organisational environments

To develop professional competency in risk identification, assessment, prioritisation, and response — including quantitative and qualitative methodologies for risk measurement

To develop risk appetite statement design and governance competency — enabling candidates to translate board-level risk tolerance into operational risk management guidance

To apply the Three Lines of Defence model (updated IIA framework) to organisational risk governance, including internal audit's role in risk assurance

To develop business continuity planning capability using ISO 22301, including crisis governance, incident response, and the leadership dimensions of crisis management

To address emerging risk categories — cyber, climate, geopolitical, and AI-related risks — and develop board-level governance responses to each

To design board-level risk reporting frameworks and integrated assurance approaches that provide genuine, actionable risk oversight capability

Detailed Topic Content

COSO ERM 2017 Framework: five components (Governance and Culture; Strategy and Objective-Setting; Performance; Review and Revision; Information, Communication and Reporting) and twenty principles — detailed application

ISO 31000:2018 Risk Management: principles, framework, and process — comparative analysis with COSO; selecting the appropriate framework for different organisational contexts

Risk identification methodologies: risk workshops and bow-tie analysis; risk registers — design and governance; risk sensing from external data; horizon scanning for emerging risks

Risk assessment: likelihood and impact matrices; inherent vs. residual risk; risk velocity and risk interconnection; heat maps — design and limitations; quantitative risk methods (Value at Risk, Monte Carlo) — governance applications

Risk appetite frameworks: distinguishing risk capacity, appetite, and tolerance; articulating risk appetite statements; cascading appetite from board to operational level; risk appetite governance — monitoring and challenge

Risk response options: accept, avoid, reduce, transfer — governance of each response type; risk treatment plans; residual risk monitoring

The Three Lines Model (IIA 2020): first line (operational management — owns risk); second line (risk and compliance — oversees risk); third line (internal audit — independent assurance); board oversight — the fourth line concept

Internal audit and risk assurance: the risk-based audit approach; audit plan design; audit committee relationship; combined assurance — mapping assurance to risk

Business continuity planning: ISO 22301 framework; business impact analysis (BIA); recovery time objectives (RTO) and recovery point objectives (RPO); plan testing and exercising; governance of BCP

Crisis management governance: crisis typology; crisis management team governance; the crisis communications interface; post-crisis review; building organisational resilience as a board priority

Cybersecurity risk governance: the NIST Cybersecurity Framework; board-level cyber oversight — the CISO's mandate; cyber incident response governance; third-party cyber risk; board cyber literacy programme design

Climate risk governance: TCFD framework — physical and transition risks; scenario analysis for climate risk; board climate competency requirements; integrating climate risk into ERM

Geopolitical risk governance: geopolitical risk identification; supply chain risk assessment; sanctions compliance governance; political risk insurance; board-level geopolitical risk oversight

Board risk reporting frameworks: the risk dashboard; key risk indicators (KRIs) design; integrated assurance reporting; risk-strategy alignment reporting; board-level risk committee agenda design

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 3.3.1

Apply COSO ERM 2017 to design a comprehensive enterprise risk management programme for a described complex organisation, specifying the governance structures, processes, and cultural conditions required

Synthesis

LO 3.3.2

Construct a structured risk register for a complex organisational scenario, applying appropriate qualitative and quantitative assessment methodologies and clearly distinguishing inherent from residual risk

Application

LO 3.3.3

Design a board-level risk appetite statement for a described organisation, specifying how the appetite will be cascaded to operational level and monitored through KRIs

Synthesis

LO 3.3.4

Apply the Three Lines Model to evaluate the risk governance structure of a described organisation, identifying gaps in coverage and recommending specific structural improvements

Evaluation

LO 3.3.5

Design a business continuity plan structure for a significant operational disruption scenario, applying ISO 22301 principles and specifying the governance mechanisms for BCP activation and oversight

Synthesis

LO 3.3.6

Analyse at least two emerging risk categories (cyber, climate, geopolitical, or AI) and develop board-level governance responses — including oversight structures, reporting mechanisms, and competency requirements

Analysis

LO 3.3.7

Design a board risk reporting framework and integrated assurance map for a complex organisation, specifying the content, format, frequency, and governance of each reporting element

Synthesis

Suggested Readings

Enterprise Risk Management: Integrating with Strategy and Performance (COSO ERM 2017)

Core Text

COSO — Committee of Sponsoring Organizations of the Treadway Commission (2017) | Available at [coso.org](https://www.coso.org) — Executive Summary free; full document available for purchase

The authoritative ERM framework document — the 2017 revision significantly strengthened the integration of ERM with strategy and performance oversight.

Essential for LO 3.3.1.

The Executive Summary (free at [coso.org](https://www.coso.org)) provides the foundational content; the full document provides the depth required for Distinction-level application. Candidates should read the five-component structure in detail and be familiar with all twenty principles, even if they do not commit each to memory. The 2017 revision's emphasis on culture, strategy linkage, and emerging risks is directly reflected in the module assessment.

ISO 31000:2018 — Risk Management: Guidelines

Reference Document

International Organization for Standardization (ISO) — Geneva (2018) | Available for purchase at [iso.org](https://www.iso.org); university library access available

The international risk management standard. Concise (approximately 16 pages of normative content) and principles-based.

Essential reference for LO 3.3.1

— candidates must be able to compare and contrast ISO 31000 with COSO ERM in the assessment. The 2018 revision strengthened the leadership and integration dimensions. The ISO/TR 31004 (guidance on implementing ISO 31000) provides valuable implementation context available as a companion document.

Fundamentals of Enterprise Risk Management: How Top Companies Assess Risk, Manage Exposure, and Seize Opportunity

Core Text

Hampton, J.J. — AMACOM/HarperCollins (2nd Ed., 2015) | ISBN: 978-0814434543

The most accessible comprehensive ERM practitioner text. Hampton bridges the gap between the frameworks (COSO, ISO) and their implementation — providing the practical risk management content that the framework documents do not supply.

Chapters 1–8 are directly relevant to LOs 3.3.1–3.3.4;

Chapters 9–12 address business continuity and crisis management content relevant to LO 3.3.5. The governance chapter (Chapter 13) provides strong board risk oversight content.

The Black Swan: The Impact of the Highly Improbable

Supplementary

Taleb, N.N. — Random House (2nd Ed., 2010) | ISBN: 978-0812973815

Taleb's landmark challenge to conventional risk thinking remains essential reading for anyone who works with probability-based risk models. His argument that rare, high-impact events that risk models systematically underestimate ("Black Swans") drive most risk outcomes is directly relevant to the critical evaluation dimension of the ERM content.

Recommended for the critical perspective on risk methodology

required for Distinction-level answers — candidates who apply risk frameworks uncritically consistently score below Merit. Chapters 1, 10, and 15 are the priority reading for this module.

Three Lines of Defence Model — IIA Position Paper

Reference Document

The Institute of Internal Auditors (IIA) — Global (2020, updated Three Lines Model) | Free at theiia.org/three-lines

The IIA's 2020 revision of the Three Lines of Defence model — updated to the "Three Lines Model" with significant changes to role definitions and the concept of the board as the principal.

Essential reference for LO 3.3.4.

The position paper is free, concise (approximately 12 pages), and directly examinable in the assessment. Candidates should note the differences between the 2013 and 2020 versions — examiners assess whether candidates understand the current framework, not the superseded one.

Board Oversight of Enterprise Risk: A Practical Guide

Professional Reading

NACD — National Association of Corporate Directors (2023) | Free at nacdonline.org — member access or purchase

NACD's annual guidance on board risk oversight practice — the most current practitioner reference on how boards should oversee ERM, what risk reporting to boards should look like, and how boards can improve their risk oversight effectiveness.

Directly relevant to LO 3.3.7.

The board risk oversight checklist and sample risk committee agenda are particularly valuable practical resources for the assessment.

TCFD Final Recommendations Report

Reference Document

Task Force on Climate-related Financial Disclosures — Financial Stability Board (2017, updated 2022) | Free at fsb-tcf.org

The authoritative climate risk governance framework — now mandatory or quasi-mandatory for many organisations globally.

Essential reference for LO 3.3.6

(climate risk). The Core Recommendations (pages 1–25) and Supplemental Guidance sections are the priority reading. The TCFD's four-pillar structure (governance, strategy, risk management, metrics and targets) maps directly onto the ERM governance framework applied throughout this module.

Assessment Information

Mixed Assessment

Component A — Written Exam

3 hours · 60% of total grade

Exam format

Constructed response: 3–4 risk scenario questions

Component B — PPA

4-week submission · 40% of total grade

PPA word count

2,500–3,500 words: ERM design for own organisation

Min. pass per component

50% on each component independently

Grading Scale

Distinction

80–100%

Merit

70–79%

Pass

50–69%

Referred

45–49%

Fail

Below 45%

3.4

MODULE

Stakeholder Management and Organisational Communication

Advanced stakeholder engagement, governance communication, investor relations, and crisis communications in complex multi-stakeholder environments

Module Overview

Skills Level Note:

This module is assessed through a

Professional Practice Assignment (PPA)

— a 2,500–4,000-word stakeholder analysis and communication strategy for a real organisational challenge in the candidate's professional context. Candidates also submit a 1,000-word supporting governance communication output (e.g., a stakeholder briefing, crisis communication plan outline, or board communication framework).

Leadership and governance are ultimately relational disciplines — they are exercised through communication, through influence, and through the management of relationships across complex, often conflicting stakeholder landscapes. The most technically sound strategy, the most rigorous governance framework, and the most carefully designed risk management programme will all fail if they cannot be communicated effectively to the stakeholders whose engagement, understanding, and trust they depend upon.

This module develops advanced competencies in stakeholder engagement and organisational communication for governance and leadership professionals. It addresses the full spectrum of stakeholder engagement — from strategic stakeholder mapping and salience analysis, through the design of differentiated engagement strategies, to the governance of specific communication contexts including investor relations, board and executive communication, public affairs, media engagement, and crisis communications. Throughout, the module treats communication not as a public relations discipline but as a governance discipline — part of the accountability framework through which organisations earn and maintain stakeholder trust.

The module has a strong practical orientation, with candidates expected to produce actual governance communication outputs — stakeholder briefings, board communication frameworks, and crisis communication plans — that reflect professional standards. The module draws on Freeman's stakeholder theory, Mendelow's stakeholder mapping model, and the latest research on reputation governance and trust in complex organisations.

Professional Rationale:

A 2023 Edelman Trust Barometer survey found that 63% of respondents rank poor communication as the primary reason they lose trust in organisations. Governance professionals who cannot communicate effectively across stakeholder groups — who cannot translate complex governance issues into accessible language for diverse audiences — are governing in a language their stakeholders cannot hear. This module directly develops the communication capability that makes governance meaningful to those it affects.

Module Objectives

To develop advanced stakeholder identification, mapping, and salience analysis competency — enabling candidates to conduct systematic stakeholder analyses that inform governance and communication strategy

To design differentiated stakeholder engagement strategies that appropriately calibrate the level, intensity, and modality of engagement to each stakeholder's significance and expectations

To develop governance communication frameworks for boards, executive teams, and external stakeholders — including board paper standards, executive briefing design, and stakeholder reporting governance

To address investor relations and public affairs governance — explaining the legal and governance obligations governing communications with institutional and retail investors, and examining best practice in government relations

To develop crisis communications planning and response capability — equipping candidates to design crisis communication protocols and lead organisational communication in high-stakes scenarios

To examine the governance of organisational reputation — addressing reputation risk identification, monitoring, and management as a board-level governance responsibility

To address digital and social media governance for organisations — developing appropriate governance frameworks for managing the reputational, legal, and ethical risks of organisational digital communication

Detailed Topic Content

Stakeholder theory advanced: Freeman's evolving framework; stakeholder identification — primary, secondary, and shadow stakeholders; the stakeholder network mapping approach

Stakeholder salience analysis: Mendelow's power-interest grid; Mitchell, Agle, and Wood's salience model (power, legitimacy, urgency); dynamic salience — how stakeholder significance changes over time

Stakeholder engagement strategy design: the IAP2 Spectrum of Public Participation (inform, consult, involve, collaborate, empower); designing appropriate engagement for each stakeholder category; managing stakeholder fatigue

Board communication standards: the governance of board paper quality; principles of effective board papers (clear executive summary, decision-focused, appropriately detailed); the Company Secretary's role in communication governance

Executive communication governance: communicating upwards to board; the CEO's external communication mandate; managing the board-executive communication interface; the annual report as governance communication

Investor relations governance: the legal framework (Reg FD; MAR in the EU); the IR programme — results presentations, analyst briefings, roadshows; institutional vs. retail investor communication strategies; ESG investor communication

Proxy advisory firms: ISS, Glass Lewis — how they evaluate governance and communicate recommendations; managing the proxy advisory relationship; say-on-pay communications

Public affairs and government relations governance: the legal and ethical framework for government engagement; lobbying transparency; political risk in communications; managing regulatory relationships

Media relations governance: spokesperson designation and training; the media briefing; on-the-record vs. off-the-record communications; managing hostile media coverage; social media amplification of media crises

Crisis communications: crisis typology (operational, reputational, governance, technological); the crisis communications plan; the crisis communications team; the first 24 hours; communicating with multiple stakeholders simultaneously

Reputation governance: reputation as a strategic asset; reputation risk identification; the Reputation Institute framework; board-level reputation oversight; reputation recovery after a crisis

Digital and social media governance: the legal risks of organisational social media; the employee social media policy; monitoring and response protocols; governing viral negative content; data privacy in digital communication

Integrated reporting as stakeholder communication: the <IR> Framework — communicating value creation to multiple stakeholders through a single integrated narrative; materiality assessment for disclosure

Employee voice and internal communication governance: employee engagement surveys as communication governance tools; the governance of whistleblowing as internal communication; workforce engagement reporting under governance codes

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 3.4.1

Conduct a comprehensive stakeholder analysis for a complex organisational situation using both Mendelow's power-interest grid and Mitchell et al.'s salience model, and develop a differentiated engagement strategy for each stakeholder category

Synthesis

LO 3.4.2

Design a board communication framework specifying quality standards for board papers, information governance principles, and escalation processes that ensure boards receive complete, accurate, and decision-enabling information

Synthesis

LO 3.4.3

Explain the legal and governance obligations governing investor communications, including Regulation FD requirements, and apply these to develop a compliant investor relations communication programme

Application

LO 3.4.4

Develop a comprehensive crisis communications plan for a realistic organisational crisis scenario, specifying the communications team structure, key messages, stakeholder sequencing, media protocol, and monitoring framework

Synthesis

LO 3.4.5

Evaluate an organisation's reputation risk governance framework against best practice standards and recommend specific improvements to the board's reputation oversight mechanism

Evaluation

LO 3.4.6

Design a digital and social media governance framework for a described organisation — addressing policy design, monitoring protocols, escalation procedures, and the legal and reputational risk management dimensions

Synthesis

LO 3.4.7

Apply the integrated reporting framework to assess the stakeholder communication effectiveness of a described organisation's annual reporting, identifying material gaps and recommending improvements

Evaluation

Suggested Readings

Strategic Management: A Stakeholder Approach

Core Text

Freeman, R.E. — Cambridge University Press (Reprint Ed., 2010 — originally 1984) | ISBN: 978-0521151740

The foundational text of stakeholder theory — the framework within which all subsequent developments in stakeholder management are situated. At Level 3, candidates should engage more deeply than at Level 1 with the full stakeholder mapping and analysis methodology.

Chapters 2–4 are directly relevant to LO 3.4.1

— the stakeholder identification and mapping content. Freeman's evolving view of stakeholders (covered in his later work "Stakeholder Theory: The State of the Art," 2010) should also be consulted for the most sophisticated version of the framework.

Crisis Communications: A Casebook Approach

Core Text

Fearn-Banks, K. — Routledge (5th Ed., 2017) | ISBN: 978-1138900547

The leading crisis communications text, combining rigorous theoretical frameworks with an extensive casebook of real crisis communications scenarios.

Essential for LO 3.4.4.

Chapters 1–4 develop the crisis communications framework; the case studies (Chapters 9–20) provide direct preparation for the crisis communications scenario requirements of the PPA. The Tylenol tampering crisis (Chapter 10) and the Exxon Valdez case (Chapter 11) remain the canonical crisis communication case studies.

Reputation Rules: Strategies for Building Your Company's Most Valuable Asset

Core Text

Diermeier, D. — McGraw-Hill, New York (2011) | ISBN: 978-0071763783

The most rigorous academic and practitioner treatment of reputation management, by the former dean of Harris School of Public Policy. Diermeier's argument that reputation is governed — not managed by PR — is central to the governance perspective of this module.

Chapters 2–5 are directly relevant to LOs 3.4.5 and 3.4.6

— the reputation governance and digital media dimensions. The case studies (BP, Toyota, Domino's) illustrate the governance failures and successes in reputation management with analytical precision.

The International <IR> Framework

Reference Document

IFRS Foundation (successor to IIRC) — London (2021, updated 2023) | Free at [ifrs.org/integrated-reporting](https://www.ifrs.org/integrated-reporting)

The authoritative integrated reporting framework — the governance standard for communicating value creation to multiple stakeholders through a single, connected narrative.

Essential reference for LO 3.4.7.

The six capitals model (financial, manufactured, intellectual, human, social & relationship, and natural) provides the content structure; the guiding principles (strategic focus, connectivity of information, stakeholder relationships, materiality) provide the governance framework. Free download — approximately 60 pages of normative content.

Toward Profession-Level Writing: The Governance Institute Board Paper Standards
Reference Document

ICSA — The Governance Institute, London (2022) | Free at icsa.org.uk/board-papers

The Governance Institute's practical standards for board paper quality — one of the most cited areas of board governance weakness in board effectiveness evaluations.

Directly relevant to LO 3.4.2.

The framework for effective board papers — including the executive summary standard, decision focus requirement, and length guidance — is directly applicable to the board communication framework design required in the PPA.

Edelman Trust Barometer — Annual Global Report

Report

The world's largest annual survey of institutional trust — covering trust in business, government, NGOs, and media across 28 countries and more than 32,000 respondents. An indispensable current data source for the stakeholder engagement and reputation governance content.

Relevant to LOs 3.4.1 and 3.4.5.

Investor Relations: Principles and International Best Practices of Financial Communications

Supplementary

Laskin, A.V. (ed.) — Business Expert Press, New York (2018) | ISBN: 978-1631574542

A comprehensive academic and professional treatment of investor relations governance — covering the legal framework, programme design, institutional vs. retail investor communication, and the ESG dimensions of investor relations.

Chapters 3–6 are most directly relevant to LO 3.4.3

— the Reg FD compliance and investor communication programme content. Useful across the Level 3 and Level 4 financial governance content.

Assessment Information

Assessment Details

Assessment type

Professional Practice Assignment (PPA)

Main PPA

2,500–4,000 words — stakeholder analysis + engagement strategy

Supporting output

1,000 words — governance communication output (board paper, crisis plan outline, or stakeholder briefing)

Submission period

4 weeks after module completion

Min. pass mark

50% overall; min. 45% on Professional Application criterion

Assessment Criteria

Professional Application to Own Context

40%

Analytical Quality and Framework Use

30%

Reflective Practice Quality

20%

Written Communication & Professional Output

10%

3.5

MODULE

Project and Programme Leadership

Governing and leading complex projects — strategic alignment, stakeholder governance, benefits realisation, and programme delivery excellence

Module Overview

Skills Level Note:

Module 3.5 is assessed through a

Case Study Report

(examination room, 3 hours). Candidates receive a complex project governance scenario and are required to diagnose project governance failures, evaluate programme management approaches, and develop governance recommendations — demonstrating applied professional judgment in a project and programme leadership context.

Organisations increasingly deliver their strategic objectives through projects and programmes. Digital transformation, infrastructure investment, regulatory change response, and organisational restructuring — the strategic agenda of most large organisations is realised through the project portfolio, not through routine operations. Yet project failure rates remain stubbornly high: the Project Management Institute (PMI) reports that only 58% of projects are completed on time, on budget, and within scope.

The reason for this persistent failure rate is not technical — it is governance and leadership. Projects fail because sponsors fail to maintain clear strategic direction; because steering committees are advisory rather than accountable; because stakeholder conflicts are not managed; because risk escalation paths are blocked by political considerations; and because organisational cultures penalise the early disclosure of problems. This module addresses these governance and leadership failure modes directly.

Professional Rationale:

Board members and senior executives are increasingly required to act as project sponsors and programme governors — yet most receive no specific training for these responsibilities. The governance of major projects is one of the most significant — and most frequently cited — gaps in board capability surveys. This module fills that gap for governance professionals at the Associate level and above.

Module Objectives

To explain and apply project governance frameworks — including the roles, responsibilities, and accountability structures of the project sponsor, project board, and PMO — and to evaluate their effectiveness in complex project environments

To develop benefits realisation management competency — designing and implementing benefits frameworks that ensure projects deliver strategic value beyond technical delivery

To build project financial governance capability — including earned value analysis, budget governance reporting, and the oversight of project financial performance by steering committees and boards

To develop project risk and stakeholder governance competency — including RAID log design, risk escalation governance, and stakeholder management in complex project environments

To examine agile and hybrid project governance — addressing the governance challenges of applying agile methodologies in organisational contexts with traditional accountability structures

To develop post-project review and organisational learning governance — designing processes that generate genuine, embedded learning from project experience

Detailed Topic Content

Project governance architecture: the project mandate and business case; the project sponsor role — responsibilities, accountability, and the distinguishing features of effective and ineffective sponsors

The project board / steering committee: composition, meeting governance, decision authority levels, and escalation management; the project board chair's governance responsibilities

Project Management Office (PMO) governance: PMO typologies (supportive, controlling, directive); the PMO's role in portfolio governance; PMO reporting to boards; the Chief Projects Officer function

PRINCE2 governance principles: continued business justification; defined roles and responsibilities; manage by stages; manage by exception; focus on products; tailor to suit project environment

MSP (Managing Successful Programmes): transformational flow; programme organisation; governance themes; the programme office; programme delivery management; realising the benefits

Benefits realisation management: distinguishing outputs, outcomes, and benefits; benefits mapping and dependency networks; benefits ownership and accountability; the benefits realisation plan; post-project benefits review

Project financial governance: the business case — financial and non-financial justification; budget baselining and governance; earned value management (EVM) — planned value, earned value, actual cost; cost performance index (CPI) and schedule performance index (SPI); budget governance at steering committee level

RAID governance: Risks, Assumptions, Issues, Dependencies — log design and governance; risk escalation protocols; the project risk committee; managing the transition from project risk to operational risk

Stakeholder management in project environments: stakeholder register design; engagement planning for project-specific stakeholders; managing change resistance at programme level; the project communications plan

Agile governance: Scrum governance — product owner, scrum master, development team; the sprint governance cycle; applying agile in non-software contexts; SAFe (Scaled Agile Framework) governance for enterprise programmes

Hybrid project governance: combining waterfall and agile; governance checkpoints in hybrid environments; escalation management across methodological boundaries

Project closure governance: controlled closedown vs. abandonment; project handover governance; the post-implementation review (PIR) — design and facilitation; lessons learned management and institutional embedding

Portfolio governance: project portfolio management — prioritisation, selection, and governance; portfolio risk management; resource governance across the portfolio; strategic alignment of the project portfolio

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 3.5.1

Design a comprehensive project governance framework for a described complex project, specifying the roles, responsibilities, decision authorities, and accountability structures for all governance actors from project sponsor to project team

Synthesis

LO 3.5.2

Evaluation

LO 3.5.3

Develop a comprehensive benefits realisation plan for a strategic project — including benefits identification, mapping, ownership allocation, measurement methodology, and governance of the realisation process

Synthesis

LO 3.5.4

Apply earned value analysis to assess the financial performance of a described project in progress, communicate the findings in governance-appropriate language for a steering committee, and recommend corrective governance actions

Application

LO 3.5.5

Design a project RAID governance framework — including risk escalation protocols, issue management procedures, assumption review processes, and dependency tracking — specifying the governance roles responsible for each dimension

Synthesis

LO 3.5.6

Evaluate the governance challenges of applying agile or hybrid methodologies in a described organisational context and design governance adaptations that maintain accountability while enabling agile delivery

Evaluation

LO 3.5.7

Design a post-project review process and organisational learning framework that translates project experience into institutionalised governance improvements across the project portfolio

Synthesis

Suggested Readings

A Guide to the Project Management Body of Knowledge (PMBOK Guide) and the Standard for Project Management

Core Text

PMI — Project Management Institute, Newtown Square PA (7th Ed., 2021) | ISBN: 978-1628256642 | Available at [pmi.org](https://www.pmi.org)

Essential for LO 3.5.2.

The 12 principles (including "stewardship," "governance," "stakeholders," and "value") are directly relevant to this module's governance perspective. The performance domain

on stakeholders and the domain on project work are the priority reading. Candidates should read both the Standard (principles) and the Guide (performance domains) sections.

Managing Successful Programmes (MSP)

Core Text

Axelos Ltd. — The Stationery Office (5th Ed., 2020) | ISBN: 978-0113316274

Essential for LOs 3.5.1 and 3.5.3.

Chapters 3 (Programme Organisation), 7 (Benefits Realisation Management), and 8 (Governance Themes) are the priority reading. The programme governance structure — Senior Responsible Owner (equivalent to programme sponsor), Programme Manager, and Programme Office — is directly applicable to the governance framework design required in the assessment.

Bent Flyvbjerg: How Big Things Get Done — The Surprising Factors That Determine the Fate of Every Project

Supplementary

Flyvbjerg, B. & Gardner, D. — Currency/Random House (2023) | ISBN: 978-0593239513

Oxford's leading project governance researcher presents the most compelling analysis of why major projects fail — and what the rare successful ones do differently. Flyvbjerg's "fat tail" risk analysis and his evidence on planning fallacy, optimism bias, and political manipulation of project business cases is essential context for the governance failure analysis in the assessment.

Directly relevant to LOs 3.5.1, 3.5.4, and 3.5.2.

Chapters 1, 3, and 7 are the priority reading; the entire book is strongly recommended for its practical governance insights.

Benefits Realisation Management: A Practical Guide to Achieving Benefits Through Change

Supplementary

Bradley, G. — Routledge (2nd Ed., 2016) | ISBN: 978-1472480019

The most comprehensive professional text on benefits realisation management — a critical but frequently underdeveloped aspect of project and programme governance.

Essential for LO 3.5.3.

Bradley's structured benefits management approach, including the benefits dependency network, benefits profile, and benefits map, provides the professional methodology that the MSP framework summarises but does not fully develop. Chapters 4–8 are the priority reading.

Earned Value Project Management

Supplementary

Fleming, Q.W. & Koppelman, J.M. — Project Management Institute (4th Ed., 2010) | ISBN: 978-1935589082

The definitive accessible text on Earned Value Management (EVM) — the financial performance measurement methodology required for LO 3.5.4. Fleming and Koppelman present EVM with exceptional clarity, making a technically demanding subject accessible to governance professionals without a project management background.

Chapters 1–7 cover the EVM fundamentals;

Chapters 8–10 address the governance reporting applications. The worked examples are essential for building the calculation fluency required in the examination.

Agile Practice Guide

Reference Document

PMI & Agile Alliance — Project Management Institute (2017) | Free for PMI members; purchase at pmi.org | ISBN: 978-1628253993

The joint PMI-Agile Alliance guidance document on applying agile approaches across project contexts — the most authoritative reference on hybrid agile-waterfall project governance.

Directly relevant to LO 3.5.6.

Part 3 (Creating an Agile Environment) and Part 4 (Delivering in an Agile Environment) provide the governance framework content; the tailoring guidance (Part 5) is directly applicable to the hybrid governance scenario design required in the assessment. The document is relatively concise (approximately 170 pages) and practically focused.

Pulse of the Profession — Annual Global Project Management Report

Report

PMI — Project Management Institute (Annual) | Free at pmi.org/learning/thought-leadership/pulse

PMI's annual benchmark study of global project performance — providing current data on project success rates, failure causes, and the governance and leadership factors that distinguish high-performing project organisations.

Essential current context for this module.

Assessment Information

Examination Details

Assessment type

Case Study Report — Examination Room

Duration

3 hours

Min. pass mark

50% overall; min. 40% on Professional Application criterion

Calculator

Non-programmable financial calculator permitted (EVM calculations)

Format

Complex project governance scenario with 4–5 structured tasks

Assessment Criteria

Professional Application & Judgment

40%

Knowledge & Analytical Frameworks

30%

Stakeholder Awareness & Communication

20%

Structure, Clarity & Professionalism

10%

Examination Guidance:

Level 3 — General Academic and Professional Standards

Framework information applicable to all five modules of the Diploma in Leadership and Governance

Study Hours and Workload

Each Level 3 module requires 120–150 study hours. The increased load versus Level 2 reflects the shift from analytical understanding to professional practice application.

Core reading and framework mastery: approximately 30%

Case study and scenario analysis practice: approximately 25%

PPA research, drafting, and revision: approximately 30%

Timed examination practice (for case study modules): 15%

Assessment at Level 3

Level 3 uses two primary assessment methods — Professional Practice Assignments and Case Study Reports. Both require applied professional judgment, not framework description.

Module 3.1: Professional Practice Assignment (PPA)

Module 3.2: Case Study Report — examination room (3.5 hrs)

Module 3.3: Mixed — Written Exam (60%) + PPA (40%)

Module 3.4: Professional Practice Assignment (PPA)

Module 3.5: Case Study Report — examination room (3 hrs)

Pass all 5 Level 3 modules (minimum 50% per module)

Verify minimum two (2) years of relevant professional experience

Submit Professional Competency Reflection (2,000 words)

CPD compliance: 20 hrs recorded during Affiliate membership

Pay Associate Membership upgrade fee: USD 300

PPA and Re-submission Policy

Professional Practice Assignments have specific re-submission provisions:

Referred (45–49%): one free resubmission within 60 days addressing specified feedback

Fail (below 45%): full resubmission with new title/topic; fee applies

Maximum 3 submission attempts per module

All submissions processed through academic integrity software (Turnitin)

AI-generated content is not permitted — constitutes academic misconduct

Progression to Level 4

To progress from Level 3 to Level 4, candidates must satisfy all of the following:

Minimum five (5) years of relevant professional experience in total

Minimum three (3) years in a senior/management/governance role

Submit 1,000-word Professional Portfolio Summary for Level 4 admission

CPD compliance for preceding 2 years (30 hrs per year with portfolios)

Learning Resources — Level 3

Level 3 LMS resources are specifically designed for the applied orientation of the Skills Level:

Professional scenario library: 50+ real-world governance cases

PPA guidance workshop (live, pre-each submission window)

Case study practice packs: 3 full case studies per examined module

Examiner commentary on previous assessment submissions

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Level 3 Modules

3.1 — Strategic Leadership in Practice

3.2 — Corporate Governance in Practice

3.3 — Risk Management & Resilience

3.4 — Stakeholder Management

3.5 — Project & Programme Leadership

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