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| **City College Norwich**  **Higher Education: Programme Summary Specification** | |
| **This Summary Programme Specification sets out the essential features and characteristics of the Chartered Manager Degree Apprenticeship (via BA (Hons) Leadership and Management)** | |
| **Course Title** | Chartered Manager Degree Apprenticeship (via BA (Hons) Leadership and Management) |
| **Awarding Body** | University of East Anglia |
| **Level of Award** | Level 6, Undergraduate |
| **Professional, Statutory and Regulatory Bodies Recognition** | Chartered Management Institute |
| **Credit Structure** | 120 credits at Level 4, Level 5, and Level 6: 360 credits in total |
| **Mode of Attendance** | Full-Time |
| **Standard Length of Course** | Three Years  Plus an extra 6 months for the apprenticeship element. |
| **Intended Award** | BA (Hons) Leadership and Management |
| **Fall-back Awards** | Certificate of Higher Education: 120 Credits  Diploma of Higher Education: 240 Credits |
| **Entry Requirements** | Apprentices would be expected to have achieved a Level 3 qualification or equivalent (i.e. A-Level). Potential apprentices should also have achieved qualifications in English and Mathematics at a minimum of level 2 or equivalent and be able to demonstrate ICT skills at this level. Where this is not the case, apprentices must complete these by the end of the Chartered Manager Degree Apprenticeship through completing these at CCN.  Students enrolling on the Leadership and Management degree as an apprentice will be subject to interview.    AP(C/E)L & RPEL may be considered for non-standard entry.  For international applications IELTS at level 6 (minimum 5.5 in all components) is required. |
| **Delivering Institution(s)** | City College Norwich |
| **UCAS Code** | N202 |

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## Course Summary

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| To gain the knowledge and skills required for the Chartered Manager Degree Apprenticeship, the apprentice completes the BA (Hons) Leadership and Management degree, validated by the UEA and in partnership with the Chartered Management Institute (CMI). This enables employers to address their skills gaps and develop their workforce of the future where the training costs, including the degree, are co-funded by the government or can be fully funded by the Apprenticeship Levy.  The BA (Hons) Leadership and Management degree is designed based on direct feedback from employers and comprehensive national research of management skills required to futureproof organisations.  This programme equips students to develop their skills in management practice. This programme will be suitable for students who are interested in developing their leadership skills, and will combine theory, practice and professional development to provide students with the knowledge and skills to develop a career in leading and managing people.  Apprentices who complete the degree are able to obtain the Level 5 Diploma in Management and Leadership, awarded by CMI. Successful apprentices can earn ‘Chartered Manager’ status with CMI, after passing the apprenticeship End Point Assessment. This is a professional recognition of competent chartered manager (CMgr MCMI). |

## Course Aims

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| The Chartered Manager Degree Apprenticeship enables employers to address their skills gaps and develop their workforce of the future. The student apprentice will complete the BA (Hons) Leadership and Management degree, validated by the UEA and in partnership with the Chartered Management Institute. Apprentices will also be awarded the CMI Level 5 Diploma in Management and Leadership on successful completion of the degree.  This programme equips students with the skills and strategies to deal with contemporary challenges in management practice. The programme was also developed in consultation with local and global partners and professional bodies and mapped to Chartered Management Institute (CMI) standards. The course and the modules are designed based on direct feedback from employers and comprehensive national research of management skills required to futureproof organisations.  The apprenticeship is suitable for current and aspiring professional managers and leaders who wish to develop their knowledge skills and behaviours in leadership and management. The course will equip students with a range of skills to becomes effective manager and leaders to help shape and develop the organisation they work in. |

## Course Learning Outcomes

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| **Programme Learning Outcomes**  By the end of level 4, students will be expected to achieve/demonstrate the following:   * A sound knowledge, understanding and application of underlying concepts and principles of Leadership and Management. * Application of scholarly conventions to inform evidence-based arguments. * Professional skills, attitudes, ethical values and behaviours * Transferrable skills in relation to their practice including applying the role of reflection in learning.   By the end of level 5, students will be expected to achieve/demonstrate the following:   * Critical understanding of leadership and management and how these continue to develop. * To conduct investigation, analysis, research, and critical evaluation of academic sources to propose practical solutions to problems identified. * Communicate information, arguments, and analysis in a variety of forms. * Transferrable, practical skills and professional behaviours relevant to employment in a leadership and management role.   By the end of level 6, students will be expected to achieve/demonstrate the following:   * Systematic understanding of key aspects to professional roles and responsibilities. * Accurately and systematically deploy established techniques of enquiry and analysis. * Conceptual understanding of arguments and problem-solving approaches. * Demonstrate independent reflection and initiative, applying appropriate and systematic research methodology to a problem. * Transferable, practical skills for employment in a leadership and management role, demonstrating independent study, initiative, personal responsibility, ability to successfully navigate complex and unpredictable situations. |

## Course Design

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| Our degree programme is designed to offer managers and team leaders to develop management skills and gain effective leadership skills. In the course, students will develop key skills that leadership and management graduates need to develop, in line with the developing business sector. This includes fundamental of business management including organisational behaviour, marketing, and finance. Plus, awareness of sustainability, ethical considerations and developing digital skills. Deeper understanding and experience of business research and analysis to support application in the workplace is also included.  There is regular application of theory to practice, understanding of current and evolving practice and the importance of professional relationships. Modules have regular potential for immediate work-based benefit. This includes developing assessments where there is a clear practical element and link to transferable skills. This includes professional discussions and exhibition-based presentations, in which employers will be involved in development of the assessments. Professional discussions will be valuable to develop communication skills for apprentices (as well as building confidence for end point assessment). Exhibitions and presentations will contribute to develop students’ confidence in live information delivery, and communication skills, whilst also equipping apprentices with the necessary digital skills. Reflection is embedded throughout the course to ensure apprentices recognise how, when and where their knowledge and skills developed in the course can be applied in the workplace. |

## Course Structure

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| This course comprises modules at levels 4, 5 and 6.    Module Specifications for each of these modules will be made available to students at the beginning of each academic year. |

# Modules

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| **Year 1 – Level 4 Modules** | | |
| **Module Title** | **Credit Value** | **Module Summary (including associated assessments)** |
| Business Analysis | 20 credits | This module explores the tools, techniques, and concepts used to analyse an organisation’s strategy.Various investigation techniques will be explored and modelling the business process to help potential problems and options for improvement. Students will also cover ways to define a considered solution and explore the process of developing a business case, including the financial aspects that could be considered.  Assessment: -   * Exam |
| Employment and Contract Law | 20 credits | This module aims to introduce the student to the principles of English Law and the regulations governing how the law is implemented in England and Wales.  Consequently, the facility by which the law resolves business disputes is reviewed.  It is intended that the module will provide the student with knowledge and understanding of the legal framework surrounding employment and contract law.  Assessment: -   * Case Study * Professional Discussion |
| Leading Change in Organisations | 20 credits | This module enables students to identify creative solutions which are designed to address an aspect within their organisation.  The real emphasis is placed on the role of the leader to facilitate enterprise and change in an organisation.  The students would apply creative techniques and strategies to manage the process and develop their understanding of organisational culture and change.  Students will also develop a reflective approach to the importance of entrepreneurship and consider the organisational change in a dynamic environment.  Assessment: -   * Change Management Proposal * Reflective Account |
| Marketing Principles and Practice | 20 credits | This module introduces the core concepts of marketing and how they can be applied to businesses, public sector bodies and other organisations. Students will gain an understanding of the role marketing plays in helping businesses and non-commercial organisations realise their own corporate goals and objectives, as well as how it is used to support sales, customer engagement, and the development of products and services. Concepts including marketing orientation, the marketing mix, targeting and segmentation are covered, in traditional and digital settings.  Assessment: -   * Presentation * Report |
| Organisational Behaviour | 20 credits | This module introduces the student to influences on behaviour at different levels; the individual, the group and the organisation. There will be an overall theme to the module that will explore the influence of organisational behaviour when creating and managing high performance teams.  Assessment: -   * Presentation * Report |
| Professional and Academic Skills | 20 credits | This module is designed to enable participants to be successful in this programme of study, developing required professional and academic skills at undergraduate level. The value of research, critical analysis and reporting will be promoted in the context of leadership and management. The module will aid in the identification and development of a developmental approach to learning and to the professional skills required for employment.  Assessment: -   * Group Presentation * Reflective Journal |
| **Year 2 – Level 5 Modules** | | |
| **Module Title** | **Credit Value** | **Module Summary (including associated assessments)** |
| Managing Accounting and Finance | 20 credits | This module has been designed to enable learners to understand how financial systems within organisations operate. Students 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 module has been designed to enhance students' confidence and credibility in financial management, translating into improved management skills.  Assessment: -   * Report * Presentation |
| Project Management | 20 credits | This module aims to develop and apply a practical approach to the use, planning and implementation of a range of projects - from setting up tasks and finish projects to delivery and implementation of information systems. Different approaches to and tools of project management will be explored and applied. The module will also explore how effective management of change can be key to achieving competitive advantage.  Assessment: -   * Portfolio of Work * Project Presentation * Critical Analysis Report |
| Research Skills in Business | 20 credits | This module develops the learning and development skills introduced in the Professional and Academic Skills module at Level 4. Students focus on sector-based research and evaluation skills. The module will develop an appreciation of methodological approaches and critical thinking skills appropriate to the subject area. Students learn how to develop a research idea, which can help them to understand how to embed research practices into the workplace. They will produce a literature review to support a proposed research proposal. This module will provide a foundation for further study, including their dissertation / extended work-based project at level 6.  Assessment: -   * Essay * Research Proposal |
| People and Talent Management | 20 credits | This module explores Strategic Human Resources Management, including insights offered by occupational psychology. The module is designed to allow students to explore these theoretical perspectives to produce better solutions to business and organisational problems involving the leadership and management of people.  Assessment: -   * Essay (HR Theme) * Presentation (Psychology theme) |
| Marketing in a Digital Age | 20 credits | This module aims to deepen the understanding of Marketing Principles and Practices studied at Level 4, with the introduction of concepts such as consumer behaviour, attitude formation, and persuasion techniques. Digital and online marketing settings are examined,  current industry practices investigated such as content marketing, email marketing, and social media marketing and the shift towards personalisation in marketing communications.  Assessment: -   * Presentation (Exhibition) * Report |
| Operations Management | 20 credits | Transforming multiple resources into products and services is a vital area of competence for managers. This module emphasises the convergence of service and manufacturing philosophies in the approach to operations management. It aims to illustrate management perspectives that link operational with corporate strategies. A balance of qualitative understanding and quantitative models and approaches is sought to elucidate challenges for the decision-making of operations managers. Contemporary organisational and business examples, applications and case studies are reviewed throughout the module.  Assessment: -  Report |
| **Year 3 – Level 6 Modules** | | |
| **Module Title** | **Credit Value** | **Module Summary (including associated assessments)** |
| Dissertation or Extended Work Based Project | 40 credits | The dissertation represents the culmination of a degree course and the achievement of honours status within it. It aims to provide the opportunity to demonstrate the analytical ability to synthesise and problem-solving skills in a systematically researched project that may be work-based or academic.  The aim will be achieved through the critical appraisal of the work of others and through the analysis of the results of the learner's systematic investigation, which will employ a methodology appropriate to the research question.  Assessment: -   * Presentation * Dissertation |
| Developing Skills in Others | 20 credits | Rapid changes in the economy, working practice and technology, has meant leaders, managers, and supervisors are increasingly asked to focus upon developing the knowledge and skills of employees through reflection and training. For the individual, they are to do with enhanced personal competence, adaptability and employability. The organisational process of developing people enhances organisational effectiveness and sustainability. This module provides both a practical focus and theoretical opportunity in understanding employee development, i.e. direct support of an individual’s development in a workplace setting.  Assessment: -   * Evidence Based Portfolio * Professional Discussion |
| Applied Psychology in the Workplace | 20 credits | This module develops themes introduced in year 1 and 2 through Organisational Behaviour and People and Talent Management. The psychology focus is directed towards understanding the emotions, thoughts and behaviour of groups and individuals working within leadership and management. While developing and reinforcing the understanding of themes that have been introduced previously such as motivation, personality, attitudes, and perceptions, this module aims to impart students with a broader, contextual sense of contemporary psychology study. As such, the module combines leadership and management practice and psychology theory and research.  Assessment: -   * Presentation * Exam (Open-book) |
| Strategic Management | 20 credits | The module is designed to provide students with an understanding of strategic management's role and thus appreciate the impact of strategic decisions at all levels of the organisation (for example, human resource management, resource management, and operations). Teaching and learning in this module will develop an understanding of the changing practice of strategic management as organisations operate in dynamic, uncertain and complex macro-environmental contexts.  Assessment: -   * Exam (Open-book) |
| Developing Ethical Leadership | 20 credits | This module develops understanding and development of ethical leadership and management of students. The growing importance of a clear ethical and moral position of an organisation and corporate social responsibility (CSR) will be discussed and examined, and a range of analytical, problem-solving, reflective, communication, collaborative, strategic, and innovative approaches will be covered.Using applied learning and continuous professional development approaches, the module requires the student to reflect critically on ethical and CSR issues in the workplace. On an individual level, identifying moral dilemmas that can affect the organisation as well as the employee, will be critically examined and potential managerial solutions discussed  Assessment: -   * Report * Reflective Portfolio |

## Awards

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| On successful completion of the course, students will be awarded:   * BA (Hons) Leadership and Management * CMI L5 Diploma in Leadership and Management * CMI Chartered Manager Status |

## Course Delivery

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| **Apprentices will attend one day per week at City College Norwich (CCN).**  The programme currently attracts individuals from a broad catchment area within Norfolk and Suffolk and, therefore, means varying levels of travel is required. Attending CCN, one day per week, will be convenient for students and allow them to plan their travel and time appropriately. This will also enable students to spend some time gaining experience in practice, volunteering, or working to support themselves as necessary. The programme also offers the opportunity for apprentices to enrol on the programme whilst also working full time.  Teaching methods will reflect the nature of each module, and teaching methods are adapted to, as far as practicably possible, simulate the practice-based nature of the programme. A major feature is that learning, teaching, and assessments are designed to ensure that students are engaged in subject-specific and vocational contexts throughout the programme. Students are encouraged to tailoring their assessment content, to meet their academic and vocational interests, including what is relevant to the organisation or sector they are working in. This is particularly pertinent for the student's dissertation or extended work-based project at Level 6. Approaches to teaching, assessment, and learning will underpin the vocational nature of the programme, and support the development of transferrable employability skills, to prepare graduates with the knowledge, skills, and behaviour expected within the business sector.  In addition, the teaching, learning, and assessment strategy adopts a spiralled approach to learning, and modules are delivered to progressively develop and build upon knowledge, skills, and behaviours. For example, this programme has a thread that underpins the development of skills and knowledge across Level 4 to 5. This can be seen with Marketing Principles and Practice (L4) and Marketing in a Digital age (L5), and with Organisational Behaviour (L4), People and Talent Management (L5) and Applied Psychology in Business (L6). Professional and Academic Skills (L4), Research Skills (L5) and Dissertation (L6). Modules such as Business Analysis (L4) and Project Management (L5) will also help students with the organisation and analysis aspects of the dissertation at Level 6.  Classes on the BA (Hons) Leadership and Management / Chartered Manager Degree Apprenticeship course range from 6 - 12 students. Both apprenticeship students and self-funded students are taught together. Having a combination of apprentices and self-funders in a class contributes to, and enhances, learning and development.  Equality and diversity are always promoted both in practice and through learning and teaching following the CCN Equality and Diversity policy.   Smaller groups means that tutors can be flexible, combining periods of formal lecturing with class discussion, small group work, tutorials, and activity-based learning within a single session. This is in line with the QAA (2019) emphasis on the need for a 'balance of direct instruction and the opportunity for active assimilation, questioning and debate’.  Resources are provided electronically via the Blackboard VLE ensuring that students can access them in advance and in a variety of formats. Modules also make use of digital learning resources to support teaching and learning remotely, and to support ease of access to teaching and learning. Additional learning support may be accessed via a Disabled Students Allowance (DSA) assessment. CCN offers advice, guidance, and signposting, where appropriate, via its Course Team/Tutorial Supervisor(s), on how to apply for DSA. |

## Course Assessment

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| The programme is assessed through a combination of essays, exams, reports, presentations, portfolios, reflections and project work. |

## Course Team

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| The academic staff delivering this course are drawn from a team that includes teaching specialists and current practitioners. All staff are qualified in their subjects with their own specialist knowledge to contribute. The teaching team have a wealth of industry experiences, many of whom who have been senior managers and directors. |

## Course Costs

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| **Apprenticeship**  For those applying via their employer under an apprenticeship the course fees are arranged via the applicable funding rules, <https://www.gov.uk/employing-an-apprentice/get-funding>  Note: Students are likely to incur other costs for books, printing, and other learning materials they may choose to buy, and the cost incurred for printing two copies of their final year dissertation. This should amount to a total of not more than £300 per year. |