Programme Specification

Leadership and Management Practice {Apprenticeship-UWE} [Sep][FT][Frenchay][4yrs]

Version: 2018-19, v1.0, 08 Jun 2021

Contents

Section 1: Key Programme Details

Part A: Programme Information

Programme title: Leadership and Management Practice {Apprenticeship-UWE} [Sep][FT][Frenchay][4yrs]

Highest award: BA (Hons) Leadership and Management Practice

Interim award: BA Leadership and Management Practice

Interim award: DipHE Leadership and Management Practice

Interim award: Cert Leadership and Management Practice

Awarding institution: UWE Bristol

Affiliated institutions: Not applicable

Teaching institutions: UWE Bristol

Study abroad: No

Year abroad: No

Sandwich year: No

Credit recognition: No

Department responsible for the programme: FBL Dept of Business & Management, Faculty of Business & Law

Contributing departments: Not applicable

Professional, statutory or regulatory bodies:

Chartered Management Institute (CMI)

Apprenticeship: ST0272

Mode of delivery: Full-time

Entry requirements: For the current entry requirements see the UWE public website

For implementation from: 01 September 2018

Programme code: N29Y-SEP-FT-FR-N29Y

Section 2: Programme Overview, Aims and Learning Outcomes

Part A: Programme Overview, Aims and Learning Outcomes

Overview: The BA (Hons) Leadership and Management Practice, offers students a work based, current and integrated business education covering the main disciplines and operational areas of management and leadership with a specific focus on the knowledge and competencies associated with effective management practice and current theories and issues of leadership. The curriculum aims to challenge students in their ways of thinking, behaving, learning, and issues of ethics and ethical decision making, sustainability and global citizenship are embedded throughout. The programme is work-based and actively seeks input from the external environment where student learning is grounded in the external context, e.g. assessments that require students' opportunities to test out concepts in practice and reflections on their own experience in their employing organisation. In addition, all students are encouraged by the curriculum into actively locating their knowledge and competencies in their work-based experience. Student achievement is supported by a clear personal development strand to the programme that is designed to develop transferable skills and 'brain habits' and that facilitates the transition into Higher Education learning and underpins employability and lifelong learning.

Educational Aims: The programme aims to enable students to:

Acquire a critical understanding of organisations, their leadership and management and the changing external environment in which they operate.

Be equipped with the employability attributes and skills necessary for a career in management.

Develop an analytical and enquiring approach in the analysis of leadership and

management issues so that considered and appropriate conclusions are drawn.

Which can be communicated effectively in a variety of forms; - have an informed understanding of critical contemporary management and leadership issues and theoretical debates, including ethics and ethical decision.

Making, sustainability and global citizenship - work with academic theory in practice.

Develop a strong sense of self and the life-long learning skills to make an ongoing contribution to society at large.

Programme Learning Outcomes:

Knowledge and Understanding

A1.   Operational strategy

A2.   Project management

A3.   Business finance

A4.   Sales and Marketing

A5.   Digital Business and New technologies

A6.   Leading People

A7.   Managing People

A8.   Applied Business and Management Research

A9.   Communication

A10.   Developing collaborative relationships

A11.   Awareness and management of self and others

A12.   Decision making

Intellectual Skills

B1.   Gather and critically evaluate evidence and information from a range of sources.

B2.   Identify and analyse business problems in a range of contexts using appropriate concepts and frameworks.

B3.   Draw conclusions, develop judgements, create and evaluate alternative solutions and make decisions on their application.

B4.   Apply these skills in a range of complex and unpredictable Work-based contexts.

Subject/Professional Practice Skills

C1.   Operational strategy: Supporting the development of, and delivery, effective organisational strategies and plans

C2.   Project management: Plan, organise and manage resources in order to develop, implement, and manage project plans, initiate and lead change, so as to achieve organisational goals

C3.   Business finance: Manage budgets, control expenditure and produce financial reports.

C4.   Sales and Marketing: develop evidence based creative approaches to meeting customer needs to determine and drive customer service outcomes and improve customer relationships.

C5.   Digital Business and New technologies: Identify service/ organisational improvements and opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others.

C6.   Leading People: Articulate organisational purpose and values. Supporting the creation of an inclusive, high performance work culture.

C7.   Managing People: Build teams, empower and motivate others to improve performance or achieve outcomes. Delegate to others, provide clear guidance and monitor progress. Set goals and accountabilities.

C8.   Applied Business and Management Research: identify organisation issues and select appropriate tools and techniques to explore them, using evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making. Produce reports that clearly present information and data, using a range of interpretation and analytical processes and make evidence supported recommendations effectively.

Transferable Skills and other attributes

D1.   Communication: Communicate clearly, effectively and regularly using oral, written and digital channels and platforms. Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate. Manage and chair meetings and clearly present actions and outcomes. Apply influencing and persuading skills, to the dynamics and politics of personal interactions.

D2.   Developing collaborative relationships: Build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels. Contribute within a team environment. Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback. Work collaboratively with internal and external customers and suppliers.

D3.   Awareness and management of self and others: Reflect on own performance, identifying and acting on learning and development needs. Understand impact on others. Manage stress and personal well-being, being confident in knowing core values and drivers. Create personal development plan, and use widely recognised tools and techniques to ensure the management of time and pressure effectively, and prioritisation and strategic alignment of activities.

D4.   Decision making: Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making

D5.   Taking responsibility: Drive to achieve in all aspects of work Demonstrates resilience and determination when managing difficult situations Seeks new opportunities underpinned by commercial acumen and sound judgement.

D6.   Being Inclusive: Open, approachable, authentic, and able to build trust with others Seeks the views of others and values diversity internally and externally.

D7.   Organisational Agility: Flexible to the needs of the organisation Is creative, innovative and enterprising when seeking solutions to business needs Positive and adaptable, responding well to feedback and need for change Open to new ways of working and new management theories.

D8.   Professionalism: Sets an example, and is ethical, fair, consistent and impartial Operates within organisational values

Part B: Programme Structure

Year 1

Year 1 Compulsory Modules

Module Code	Module Title	Credit
UMODL9-15-1	Developing Leadership and Management Practice 1 2018-19	15
UMCDLB-15-1	Evidencing Work Based Learning 1: Research in the Workplace 2018-19	15
UMODL7-15-1	Introduction to Management 2018-19	15
UMODLY-15-1	Introduction to Management Decision Making 2018-19	15
UMPDLE-15-1	Managing People 2018-19	15
UMADL8-15-1	Understanding Business Finance 2018-19	15

Year 2

The student must take 90 credits from the modules in Year 2.

Year 2 Compulsory Modules

Module Code	Module Title	Credit
UMCDLH-15-2	Evidencing Work Based Learning 2: Project 2019-20	15
UMMDLD-15-1	Introduction to Managing Digital Technologies in Business 2019-20	15
UMODLA-15-2	Leading People 2019-20	15
UMADLG-15-2	Managing Business Finance 2019-20	15
UMMDLF-15-2	Managing Operations in the Workplace 2019-20	15
UMKDLC-15-1	Marketing for Managers 2019-20	15

Year 3

The student must take 90 credits from the modules in Year 3.

Year 3 Compulsory Modules

Module Code	Module Title	Credit
UMODLJ-15-2	Developing Leadership and Management Practice 2 2020-21	15
UMCDLQ-15-3	Evidencing Work Based Learning 3: Project 2020-21	15
UMPDLM-15-3	Human Resources Management in the Workplace 2020-21	15
UMSDLN-15-2	Managing Innovation in the Organisation 2020-21	15
UMMDLK-15-2	Managing Projects in the Workplace 2020-21	15
UMKDLL-15-2	Sales for Managers 2020-21	15

Year 4

Year 4 Compulsory Modules

Module Code	Module Title	Credit
UMCDLS-30-3	Evidencing Work Based Learning 4: Work Based Enquiry Project 2021-22	30
UMCDLT-30-3	Evidencing Work Based Learning 5: Extended Learning Portfolio 2021-22	30
UMODLR-15-3	Leadership of Change 2021-22	15
UMSDLP-15-3	Strategy Practice and Process 2021-22	15

Part C: Higher Education Achievement Record (HEAR) Synopsis

This course is a fully integrated work based learning degree specifically designed to deliver and test both academic and on-the-job learning. The programme offers

students a current and integrated business education covering the main disciplines and operational areas of leadership and management with a specific focus on knowledge and practice-based competencies associated with effective management and leadership. Successful completion of the programme requires students to be analytical and critical of theory, process and practice .Student learning is Work-Based and so grounded in the external context of their employment and assessments require students' to 'test out' concepts in practice and reflect on their own work-based experience of organisations.

Part D: External Reference Points and Benchmarks

The following reference points and benchmarks have been used in the design of the programme:

The learning outcomes of the programme map against both the QAA subject benchmark statement for Business and Management and the following University and Faculty strategies and policies:

University strategies and policies:

University's 2020 Strategy
UWE Charter Strategy
Work Based Learning.

Faculty strategies and policies:

Blended Learning Framework
Curriculum Principle
Employability Strategy
Faculty of Business and Law LTA Strategy.

PSRB:

This programme meets the assessment plan requirements of the Chartered Manager Degree Apprenticeship (CMDA) as outlined by the Departments for Business,

Innovation and Skills (BIS).

In meeting the CMDA requirements the Chartered management Institute (CMI) accept this is a Level 6 qualification for Chartered manager status.

Staff research projects:

Where ever possible staff are encouraged to utilize their research – and that of colleagues – to inform their teaching, both in terms of content and pedagogic approach.

Employer interaction and feedback - Employers and alumni are regularly consulted to ensure the currency and relevance of the programme - This programme is based on the CMDA Apprenticeship Standard and as members of the Trailblazer group.

Part E: Regulations
Approved to University Regulations and Procedures