



## Programme Specification

Leadership and Management Practice {Apprenticeship-UWE}  
{Top-Up} [Sep][FT][Frenchay][2yrs]

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## Section 1: Key Programme Details

### Part A: Programme Information

**Programme title:** Leadership and Management Practice {Apprenticeship-UWE}  
{Top-Up} [Sep][FT][Frenchay][2yrs]

**Highest award:** BA (Hons) Leadership and Management Practice

**Interim award:** BA 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:** N29243-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 is a fully integrated work based learning degree course specifically designed to deliver and test both academic and on-the-job learning. It delivers the knowledge component of the Chartered Manager Degree Apprenticeship (CMDA) standard through a blend of online and face-to-face activities geared towards enabling students to flexibly engage with academic theory in practice.

**Educational Aims:** The top-up pathway through the BA (Hons) Leadership and Management Practice is a bespoke 2-year delivery that covers 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 & ethical decision making, sustainability and global citizenship are embedded throughout.

#### **Programme Learning Outcomes:**

On successful completion of this programme graduates will achieve the following 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

There is no Level 4 delivery within this top-up pathway, and entry to Level 5 is for the final 30 credits only.

Learning outcomes of Evidencing Work-based learning 3 (which are mapped against the Operational and Departmental Manager Higher Apprenticeship standard) will be used to map/assess the AL/AEL process for entry at half-way point of Level 5. This process will conform to the UWE academic regulations.

### Year 1 Compulsory Modules

The student must take 90 credits from the modules in Compulsory Modules.

Module Code	Module Title	Credit
UMADPD-15-3	Business Finance 2021-22	15
UMCDPE-15-3	Digital Business and New Technologies 2021-22	15
UMPDPF-15-3	Leading and Managing People 2021-22	15
UMCDPC-30-2	Professional Development and Research Methods 2021-22	30
UMMDPK-15-3	Project Management 2021-22	15

**Year 2**

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

**Year 2 Compulsory Modules**

The student must take 90 credits from the modules in Compulsory Modules.

<b>Module Code</b>	<b>Module Title</b>	<b>Credit</b>
UMKDPG-15-3	Marketing Application to Sales Approaches 2022-23	15
UMSDPH-15-3	Operations and Strategy 2022-23	15
UMCDPJ-30-3	Personal and Professional Development 2022-23	30
UMCDPL-30-3	Work Based Enquiry Project 2022-23	30

**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.

## **Part E: Regulations**

Approved to University Regulations and Procedures.