



PROGRAMME SPECIFICATION

Part 1: Information	
Awarding Institution	University of the West of England
Teaching Institution	University of the West of England
Delivery Location	University of the West of England
Study abroad / Exchange / Credit recognition	
Faculty responsible for programme	Business and Law
Department responsible for programme	Business and Management
Professional Statutory or Regulatory Body Links	
Highest Award Title	BA(Hons) Leadership and Management Practice
Default Award Title	N.A.
Interim Award Titles	
UWE Progression Route	
Mode of Delivery	PT
ISIS code/s	N29Y N29243 (top-up)
For implementation from	September 2018

Part 2: Description**Programme Aims:**

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.

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.

Distinctive Features:

This top-up pathway allows experienced managers and learners to have their previous learning and/or experience recognized/assessed and to enter the programme for the delivery of the final 180 credits only. There is a focus on flipped delivery supported by technology, where the delivery of core theoretical concepts moves from the classroom into the online space and synchronous sessions focus on collaborative learning, sense making and sharing of experiences. There is a strong online learning presence that will enable students to learn in-situ whilst away from the university locale. On this top-up pathway, this flipped delivery format is particularly important as it will enable the teaching teams to tailor the synchronous sessions to cohort needs and in a way that builds on the prior learning and experience that the cohort brings to the classroom.

Assessment Strategy

Students are exposed to a variety of assessment methods with a strong focus on work-based learning that assesses their ability to integrate theory and practice and which promote the growth of their life-long learning skills, preparing them to make a contribution to employability. Assessments will be through learning portfolios, reflective essay/ personal development plans, essays, exams, oral assessment and presentation, integrative projects, project reports, work based dissertation. Across all assessments, students will be expected to draw active links to their learning portfolio and situate this assessment in their workplace to demonstrate individual ownership of their work and learning.

Programme requirements for the purposes of the Higher Education Achievement Record (HEAR)

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.

Regulations

Approved to [University Regulations and Procedures](#)

Part 3: Learning Outcomes of the Programme

The award route provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

A. Knowledge and Understanding (subject specific)

On successful completion of the programme students will have developed an understanding of a complex body of knowledge, some of it at the current boundaries of the disciplines, in the areas of:

1. Operational strategy
2. Project management
3. Business finance
4. Sales and Marketing
5. Digital Business and New technologies
6. Leading People
7. Managing People
8. Applied Business and Management Research
9. Communication
10. Developing collaborative relationships
11. Awareness and management of self and others
12. Ethical and sustainable decision making

B. Intellectual Skills (generic)

On completion of the programme students will be able to:

1. Gather and critically evaluate evidence and information from a range of sources.
2. Identify and analyse business problems in a range of contexts using appropriate concepts and frameworks.
3. Draw conclusions, develop judgements, create and evaluate alternative solutions and make decisions on their application.
4. Apply these skills in a range of complex and unpredictable Work-based contexts.

C. Subject/Professional/Practical Skills (subject specific)

On completion of the programme students will be able to evidence skills in:

1. **Operational strategy:** Supporting the development of, and delivery, effective organisational strategies and plans
2. **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
3. **Business finance:** Manage budgets, control expenditure and produce financial reports.
4. **Sales and Marketing:** develop evidence based creative approaches to meeting customer needs to determine and drive customer service outcomes and improve customer relationships.
5. **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.
6. **Leading People:** Articulate organisational purpose and values. Supporting the creation of an inclusive, high performance work culture.
7. **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.
8. **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.

Part 3: Learning Outcomes of the Programme*D. Transferable Skills and other attributes (generic)*

On completion of the programme students will be able to evidence skills in:

1. **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.
2. **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.
3. **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.
4. **Decision making** Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making.
5. **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.
6. **Being Inclusive** Open, approachable, authentic, and able to build trust with others Seeks the views of others and values diversity internally and externally.
7. **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.
8. **Professionalism** Sets an example, and is ethical, fair, consistent and impartial Operates within organisational values

Education for sustained development is addressed throughout this programme. As a work based learning programme, the applied learning is wholly contextualized within each module so as to meet the programme level learning outcomes within an applied context, and ensuring that the education is one of sustainable development both personally and professionally.

Part 4: Programme Structure

This structure diagram demonstrates the student journey from Entry through to Graduation for a typical **part time student**, including:
 level and credit requirements
 interim award requirements
 module diet, including compulsory and optional modules

<p>ENTRY</p>	Level 1	There is no Level 1 delivery within this top-up pathway. Instead the learning outcomes of Evidencing Work-based learning 1 and 2 (which are mapped against the Operations and Departmental Manager Higher Apprenticeship standard) will be used to map/assess the AL/AEL process for entry at half-way point of Level 2. This process will conform to the UWE academic regulations.		
	Level 2	Entry to level 2 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 2. This process will conform to the UWE academic regulations.		
		Compulsory Modules	Optional Modules	Interim Awards
		UMCDC-30-2 Professional Development and Research Methods (30 credits)	There are no optional modules at level 2	
	Level 3	Compulsory Modules	Optional Modules	Interim Awards
		UMSDPH-15-3 Operations and Strategy (15 credits) UMPDPF-15-3 Leading and Managing People (15 credits) UMADPD-15-3 Business Finance (15 credits) UMMDPK-15-3 Project Management (15 credits) UMKDPG-15-3 Marketing Application to Sales Approaches (15 credits) UMCDPE-15-3 Digital Business and New Technologies (15 credits) UMCDPL-30-3 Synoptic Work-based Project (30 credits)	There are no optional modules at level 3	
		UMCDPJ-30-3 Personal and Professional Development (30 credits)		
<p>Graduation</p>				

Part 5: Entry Requirements

The University's Standard Entry Requirements apply with the following additions/exceptions*:

There is no direct entry to Level 1. Instead the learning outcomes of Evidencing Work-based learning 1, 2 and 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 2. Entry to level 2 is for the final 30 credits only.

For those in relevant work, suitability is assessed on an individual basis.

Students must have level 2 English and Maths qualifications.

Students are required to be employed for a minimum of 30 hours a week in paid employment, which provides the context for their work based learning.

The programme is a 3 way partnership between the student/ employee, employer, and Bristol Business School, UWE and will require the signing of a formal *Tripartite agreement between employer/ BBS/ student* where the employer will agree to provide 1) a reviewer panel member for final synoptic assessment; 2) a mentor that can a) ensure the students access to appropriate work based opportunities for completing assessment; and b) provide a point of liaison with UWE regarding the programme of study.

Part 6: 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 & 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 Principles
- Employability Strategy
- Faculty of Business and Law LTA Strategy
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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.

First CAP Approval Date	UVP May 2018 link to Apprenticeship Proposal		
Revision CAP Approval Date <i>Update this row each time a change goes to CAP</i>		Version	2 <i>Link to RIA</i>
Next Periodic Curriculum Review due date	<i>Academic year in which next Periodic Curriculum Review due (6 years from initial approval or last Periodic Curriculum Review)</i>		
Date of last Periodic Curriculum Review			