Manchester
Metropolitan
University

Chartered Manager Degree Apprenticeship (CMDA): Unit Descriptions

Unit Level	Academic Units	Portfolio
L4	Managing Customer and Stakeholder Relations Dynamic Business and Digital Context Introduction to Projects and Portfolio Initial Business Project	Apprentices will collate competency-based evidence of their knowledge, Skill and Behaviour development and application throughout the programme and submit this as part of the Project Units and final e-Portfolio
L5	Operations and Technology Management Managing and Leading People Sales and Marketing Finance and Accounting for Managers	
L6	Strategic Management Project Development Sustainability and Innovation Synoptic Business Project and Portfolio	

4-Year Delivery

Year 1	Managing Customer and Stakeholder Relations L4		Dynamic Business and Digital Context L4
	Introduction to Projects and Portfolio L4		
Year 2	Initial Business Project L4	Operations and Technology Management L5	Managing and Leading People L5
Year 3	Sales and Marketing L5	Finance and Accounting for Managers L5	Strategic Management L6
Year 4	Project Development and Portfolio L6	Sustainability and Innovation L6	Synoptic Business Project (and Portfolio) L6 / *End-Point Assessments and Graduation*
E-portfolio	Integrated into academic programme with ongoing with support from a dedicated Skills Coach		

Introduction to Project and Portfolio (5T4Z8010 30-credits)

Course Unit Description

Brief Summary	In this unit, apprentices will explore the role and impact of projects in the workplace and identify business issues and needs and identify and plan a project for implementation in year two.
Indicative Content	They will also begin to construct their apprenticeship portfolio. In this unit, apprentices will explore the need for continuous improvement in organisations, the role and importance of business projects and the challenges encountered in project management. Teaching will include business case studies to understand the nature of change and project management tools and methods. Within this unit, apprentices will scope out, identify, and diagnose a problem or business case in their organisation and recommend a small project plan for implementation. This unit allows the apprentice to become familiar with the underpinning knowledge required for project management. For the portfolio element, apprentices will begin to construct their apprenticeship portfolio, collecting evidence and demonstrating their personal development against the Chartered Manager Apprenticeship Standard.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Analyse and evaluate an organisation to identify a business case or need.
	2	Articulate the need for change, making relevant and defensible recommendations about a business case or need.
	3	Plan a small-scale project, ensuring that the project is manageable.

Summative Assessment

	Weight	Method	Description
1.	50%	Report	Apprentices will write a business report (2,500 words) which explores emerging business needs or problems. The report should analyse these issues with reference to secondary data and reports and suggest recommendations for possible suitable projects.
2.	50%	Project Plan	Apprentices will write a project plan defining the nature of the project including links to strategic and business objectives, using project management tools to demonstrate how the project will be managed controlled and communicated. The plan will be supported by supplementary information for example a Gantt chart, risk matrix, stakeholder analysis, communications plan, and financial details.

Introduction to Project and Portfolio (5T4Z8010 30-credits)

Managing Customer and Stakeholder Relations (5T4Z8002 30-credits)

Course Unit Description

Brief Summary	The purpose of this unit is to explore the relationships and behaviours involving managers, customers, and stakeholders
Indicative Content	The purpose of this unit is to explore the relationships and behaviours involving managers, customers, and stakeholders. The unit will also explore how internal stakeholders shape a business (e.g., apprentices research their organisational mission/vision, management communications) and how manager and internal stakeholder behaviours can enhance the customer and external stakeholder experience and add value to those relationships. The unit will introduce customer relationship marketing and management strategies, understand the difference business-to-business and business to customer relationship management, understand the difference in customer relationship strategies adopted on-line and off-line. Students will apply theories of customer relationships management to customer relationships. They will understand the relationship between customer and suppliers, and how customers can influence business/ organisational activities

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Determine organisational stakeholders and their expectations
	2	Explain how internal stakeholders shape a business
	3	Determine how managers can enhance stakeholder relationships
	4	Identify and evaluate customer relationship management approaches in business-to-consumer and/or business-to-business markets
	5	Understand the difference between offline and online customer relationship management strategies.

Summative Assessment

	Weight	Method	Description
1	40 %	Oral Assessment	Students will produce a podcast/screencast (typically 10 minutes) that explores the customer relationship and their different delivery mechanisms within their organization. This is to be situated within their specific industry sector and identify areas of strength and improvement. Podcasting facilities are available for all students
2	60 %	Report	For this assignment (typically 2500 words), analyse your organization and produce a report that identified key internal stakeholders, their potential impact on the business and how this relationship can be enhanced

Dynamic Business Digital Context (5T4Z8009 30-credits)

Course Unit Description

Brief Summary	The aim of this unit is to provide students with an understanding of external factors and explore their impact on the general business context.
Indicative Content	Students will study fundamental elements such as the topics of markets and globalisation, digital / technological development, and concepts, sustainability, and social, cultural, and ecological factors. Students will explore the interrelationship between global business environmental factors and the way in which organisations respond to and manage the impact of these.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Explain and illustrate the nature of external factors.
	2	Critique academic concepts, models, and frameworks within the dynamic business context.
	3	Analyse the potential impact of external factors on the organisation.

Summative Assessment

	Weight	Method	Description
1	100%	Creative Piece	The student will produce a poster, that identifies and explains external factors then explores the impact of these factors on their own employment or industry sector context.

Initial Business Project (5S4Z0004 30-credits)

Course Unit Description

Brief Summary	In this unit, apprentices will propose, manage, and deliver a small project in the workplace and evaluate its outcomes and challenges that they encountered.
Indicative Content	In this unit apprentices will design and deliver a small project in the workplace focusing on the resolution of a business issue within their immediate working environment. They will write a project proposal and then deliver the project in the workplace. This unit allows the apprentice to become familiar with the application of project management methods within a local environment. Apprentices will be taught project management tools and supported by a project supervisor to help them apply project management tools and reflect on their role as a leader and manager and the outcomes of their project. For the portfolio element, apprentices will continue to construct their apprenticeship portfolio, collecting evidence and demonstrating their personal development against the Chartered Manager Apprenticeship Standard.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Plan a small-scale project ensuring that the project is manageable
	2	Deliver a live project in the workplace, applying appropriate management tools, methods, and approaches
	3	Identify the factors responsible for success or failure of a business project through critical analysis and evaluation.
	4	Reflect on professional development.
	5	Explain how evidence demonstrates a skill or behaviour

Summative Assessment

	Weight	Method	Description
1	20 %	Plan	A project proposal (1,000 words). Apprentices will develop a basic Project Initiation Plan (PID) that will define the nature of a project, including the projects links to strategic and business objectives, how the project will be managed, controlled, and communicated. The proposal will be supported by brief supplementary documentation, such as a project sign off document, financial and communications details.
2	60 %	Report	On completion of a work-based project the apprentice will produce a summary project report (2000 words) following standard project report guidelines. The report will be supported by brief supplementary documentation such as, project review and highlight reports, revised project plans, a reflection on the project and summary financial plans.
3	20 %	Portfolios	Apprentices will select evidence of knowledge, skills, and behaviours against the CMDA Standard. In addition, they will write a reflection, typically 800 words, on their professional development through the academic year.

Managing and Leading People (5T5Z8003 30-credits)

Course Unit Description

Brief Summary	The aim of this unit is to provide students with a broad understanding of the concepts and models related to the management and leadership of people in the workplace.
Indicative Content	Students will cover the key concepts in the management and leadership of people. Students will discuss the concepts of managers as effective leaders and leaders as effective managers and evaluate the balance between the demands of each. Students will explore how to recruit, manage and develop people, using inclusive talent management and other approaches; use Human Resource systems and processes to ensure legal requirements, Health and Safety and well-being needs are met; manage performance; understand different leadership styles and models with specific focus on inclusive styles; understand organisational culture and diversity management; and the contribution of the leader to the creation and communication of the organisation's vision

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Appraise inclusive talent management approaches and how they encompass the recruitment, management, and development of people.
	2	Measure the importance of Human Resource systems and processes to ensure legal requirements, Health and Safety, and well-being needs are met
	3	Assess the differences between Management and Leadership focusing in particular on inclusive leadership styles and models.
	4	Asses the characteristics of organizational behaviour and its implications for managing and leading people.

Summative Assessment

	Weight	Method	Description
1	100 %	Essay	The assessment consists of two questions and learners can choose ONE question to answer. Typically, 4,500/5000 words. Option 1: Analyse your organisation and examine the role of human resources policies and practices in talent management and performance, staff well-being, and H&S and legal requirements. Option 2: Analysing your organisation, compare, and contrast management and leadership before exploring the implications of organisational behaviour on the management and leadership of people.

L5

Sales and Marketing (5T5Z8023 30-credits)

Course Unit Description

Brief Summary	The aim of this unit is to introduce marketing and sales principles and strategies, understand market research, consumer behaviour, and apply market research tools to product/service design.
Indicative Content	Students will study consumer behaviour and how this influences marketing and sales principles and strategies and consider the relevance of individual characteristics and group influences on consumer behaviour and sales. Students will learn how segments differ and how to target relevant markets and customers (both globally and locally), develop customer relationships, analyse opportunities and ways to market, and understand the relationship between consumer/market research and innovation in product/service design.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Identify and evaluate market research methods
	2	Design and apply a market research tool
	3	Explain how to use marketing and sales principles and strategies to target global and local markets, analyse opportunities, segment customers, and identify ways to market.
	4	Apply theories and concepts of consumer behaviour

Summative Assessment

	Weight	Method	Description
1	100 %	Report	The student will produce a Report (typically 4000 words) which explains how to examine consumer behaviour and use marketing and sales principles and strategies to analyse opportunities, segment customers, target appropriate markets and identify ways to market within the context of their own industry sector

Finance and Accounting for Managers (5T5Z8001 30-credits)

Course Unit Description

Brief Summary	The aim of this unit is to develop students' accountancy skills and provide students with an understanding of the role of accounting and finance and procurement in a business setting.
Indicative Content	Students will be introduced to key accounting and finance terminology and learn how to interpret financial statements. Students will develop an understanding of financial strategies, including budgets, financial management and accounting, and how to provide financial reports. Using case-studies, students will develop budgetary control systems comparing actuals with planned expenditure, discuss corrective actions to be taken in response to budgetary variations and identify and resolve associated conflict. Students will develop an understanding of the role of accounting within the organisational context to assist organisational decisions and contextualise the function in an organisation. Students will develop an understanding of the sources and availability of finance to organisations. Students will evaluate the use of procurement and contracting and analyse their use within the context of own organisation. They will assess the legal requirements around procurement and contracting and how to comply with these

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Evaluate procurement and contracting and understand the legal and ethical requirements around them
	2	Use accounting and finance terminology, concepts, and techniques to assist business decisions
	3	Understand financial strategies, including budgets, financial management and accounting, and how to provide financial reports
	4	Apply the commercial context of accounting and finance in an organisational setting
	5	Develop a critical understanding of the sources and availability of finance to organisations.

Summative Assessment

	Weight	Method	Description
1	100 %	Report	The learner will construct a financial analysis (using a spreadsheet) related to an area of management responsibility linked to one of the main topics in the unit (e.g., financial statement analysis, budgeting, investment appraisal, procurement) before writing a report (typically 3000 words) that demonstrates the use of accounting and finance techniques and financial strategies to help make business decisions. The analysis should be produced in excel in the appendices to the report and demonstrate application of the techniques. The report should reflect as appropriate on the financial analysis, calculations, information sources, sources and availability of finance and the commercial context of accounting and finance in an organisational setting. Students benefit from formative assessment, on which they receive feedback. Formative assessment will assist the learner in engaging with the topic by asking them to reflect on financial reporting within their own industry sector.

Course Unit Description

Brief Summary	The aim of this unit is to develop practical insight into and understanding of Operations and Technology Management within service and manufacturing firms.
Indicative Content	Students will investigate the role of Operations Management in the development of organisational strategy, before exploring approaches to resource and supply-chain management, lean thinking, process design, quality assurance, and risk management, as well as evaluating the impact of new digital technologies and the management of organisational change. While strategy will not be discussed in detail on this unit, it is important to have some understanding of strategy from an operations management perspective.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Critique operations management development and implementation at the strategic and tactical level.
	2	Evaluate approaches to innovation and digital technologies and their impact upon organisations with a focus on organisational improvement and development.
	3	Analyse the management of organisational change from an operations management perspective.
	4	Identify the characteristics of resource and supply chain management, monitoring, and evaluation, and managing risk, and critique the implications for service or manufacturing operations.

Summative Assessment

	Weight	Method	Description
1	100 %	Report	Critically examine how a service or manufacturing organisation operationalises its strategic objectives, while analysing the role of innovation and digital technology as well as the impact on the operations and supply chain. Task 1: A 3,500-word report (70%). Task 2: PowerPoint slides pre-recorded presentation (30%).

Strategic Management (5S6Z1026 30-credits)

Course Unit Description

L6

Brief Summary	The aim of this unit is to understand the importance of strategy, and critically evaluate strategic implementation
Indicative Content	Apprentices will study perspectives and use of strategic management within their organisation. Apprentices will draw upon relevant theory from the strategic management literature alongside insights into systemic drivers, cultural settings, and perceptions on organisational reality. The focus will be undertaken within the participants' organisational setting exploring the application of strategic tools in use.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Evaluate the application of strategic management concepts in an organisational context.
	2	Develop a strategic analysis
	3	Review the impact of systemic, cultural, contextual, and institutional realities in the way strategy is developed within your organisation or sector.

Summative Assessment

	Weight	Method	Description
1	100 %	Creative Piece	The goal of this assignment is to be able to demonstrate practical strategy making approaches, evaluate this and then critically explore limits, restrictions, and attributes of how the student and organisation think and act within strategy, presented as a series of posters. This will be undertaken through the development of a strategic plan, analysis of this plan and the use of theory to explore the influences on you and your organisations strategic thinking. Here you are expected to utilise a number of the following perspectives: such as Contextual context, Institutional legitimacy, Social Constructionism, Organisational Culture, Strategy as Cognition, Strategy as Practice and Whittington's Cross.

Project Development (5S6Z0004 30 credits)

Course Unit Description

Brief Summary	In this unit, apprentices will adopt a consulting approach into a business need and design a significant project ready for implementation.
Indicative Content	In this unit, apprentices will undertake a consultancy into a significant business issue. In addition to exploring the sector, organisation, and academic sources, they will become familiar with a range of advanced project management tools and their application to project management and develop a Project Initiation Document that will define the nature of a project, including the project's link to strategic and business objectives, how the project will be managed, controlled, and communicated.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Use a consultancy approach to summarise evidence from theory and practice within their organisation, sector, and related academic fields
	2	Devise a business case and agree approach with key stakeholders
	3	Prepare a thorough project plan, underpinned by project methodology and tools.
	4	Critically reflect on professional development.

Summative Assessment

	Weight	Method	Description
1	80 %	Plan	Apprentices will develop an advanced 3000 Project Initiation Document (PID) that will define the nature of a project. Inclusive of the consultation approach which demonstrates how the outline business case was determined. The PID will explore and outline how the project will be managed, controlled, and communicated with stakeholders. The recommendations will be supported by thorough supplementary documentation, such as – A3 thinking Poster, a business case, project sign off document, a project plan, a risk identification document, a financial plan and a marketing and communications plan. A PID Template is provided as a guide only, if the business specifies a format, then this should be completed in consultation with the unit or tutee supervisor.
2	20 %	Portfolios	Apprentices will attach evidence of knowledge, skills, and behaviours to a portfolio of three areas of the CMDA Standard. Alongside this, they will produce a critical reflection of their professional development through the course of the academic year, typically 800 words.

Brief Summary	In this unit, apprentices will deliver a significant management project in the workplace and reflect on its outcomes and challenges.
Indicative Content	In this unit, apprentices will implement a significant management project in the workplace, which they will manage through key milestones. The scope of this project will be broad enough to allow the apprentice to develop and evidence most of the competencies and skills from the Chartered Manager Apprenticeship Standard (e.g., finance, sales and marketing, strategy etc).

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Deliver a live management project in the workplace that is potentially subject to changing requirements or priorities, adopting problem-solving and project management methodologies to generate solutions.
	2	Identify the factors responsible for success or failure of a business project through critical analysis, evaluation, and self-reflection.
	3	Critically evaluate the organisational impact of the project.
	4	Critically reflect on professional development

Summative Assessment

	Weight	Method	Description
1	80 %	Report	Apprentices will produce work-based project report (5000 words) with supporting documentation concerning the management of the project. The report will follow standard project report guidelines and will be supported by comprehensive supplementary documentation such as project review and highlight reports, revised project plans, a reflection on the project and summary financial plans.
2	20 %	Portfolios	Apprentices complete a portfolio of evidence of skills, knowledge, and behaviours, along with a critical reflection of their development across the whole course, typically 800 words

Sustainability and Innovation (5S6Z1027 30-credits)

Course Unit Description

Brief Summary	This unit helps apprentices to become responsible leaders by developing their ability to critically analyse sustainability challenges and identify innovative solutions to those challenges. As such, we will introduce apprentices to the role of an innovative and responsible enterprise and consider the opportunities for shared value creation.
Indicative Content	Apprentices will critically explore the concept of sustainability and the challenges it raises for business. In so doing, they will consider topics such as the morality of the market system, the scope of individual and corporate responsibility, value-based leadership, and stakeholder engagement. Apprentices will apply the latest academic thinking about sustainable and responsible innovation to critically consider potential solutions to the challenges identified.

Learning Outcomes

Course Unit Learning Outcomes	On successful completion of this Course Unit students will be able to:	
	1	Compare different theories and models of sustainable business and the issues they raise for companies and individual managers.
	2	Evaluate ethical and sustainability issues drawing on a wide range of academic and practitioner sources.
	3	Develop a set of recommendations from evidence-based arguments
	4	Construct a critical argument and demonstrate creativity in synthesising, critiquing, and applying the literature on sustainable and responsible innovation.

Summative Assessment

	Weight	Method	Description
1	100 %	Oral Assessment	Students will produce a poster with annotated bibliography followed by a guided professional conversation to help their chosen organisation/sector prepare to meet the sustainability challenges it is likely to encounter over the next 50 years. They will be required to consider the innovations necessary to meet the sustainability challenges identified.