



Chartered Manager Degree Apprenticeship (CMDA): Unit Descriptions

| Unit Level | Academic Units | Portfolio |
|------------|---|--|
| L5 | Operations and Technology Management Managing and Leading People Sales and Marketing Finance and Accounting for Managers | 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 |
| L6 | Strategic Management Project Development Sustainability and Innovation Synoptic Business Project and Portfolio | |

Fast-Track Executive Delivery

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| Year 1 | Operations and Technology Management L5 | Managing and Leading People L5 | Sales and Marketing L5 |
| Year 2 | Finance and Accounting for Managers L5 | Strategic Management L6 | Project Development L6 |
| Year 3 | Sustainability and Innovation L6 | Synoptic Business Project L6 | <i>End-Point Assessments and Graduation</i> |
| E-portfolio | Integrated into academic programme with ongoing with support from a dedicated Skills Coach | | |

Course Unit Description

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| 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

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| 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%). |

Course Unit Description

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| 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

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| 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. |

Course Unit Description

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| 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

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|-------------------------------|--|---|
| 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

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| 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

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|-------------------------------|--|---|
| 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

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|--------------------|--|
| 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

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|-------------------------------|--|---|
| 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. |

Course Unit Description

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| 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

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| 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. |

Sustainability and Innovation (5S6Z1027 30-credits)

Course Unit Description

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| 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

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|-------------------------------|--|--|
| 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. |

Course Unit Description

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|--------------------|--|
| 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

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|-------------------------------|--|---|
| 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 |