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YORK  
ST JOHN  
UNIVERSITY

# Chartered Manager Degree Apprenticeship (CMDA)



## Welcome from The Dean of York Business School

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On behalf of all the staff at York Business School, I would like to welcome you to our innovative York Business School Chartered Management Degree Apprenticeship (CMDA) apprenticeship programme which is accredited by the Chartered Management Institute (CMI).

We have recently developed an in-depth offering of Degree Apprenticeships programmes, giving you the opportunity to up-skill all levels of your current workforce and recruit new and exciting talent into your team. This highly practical yet academically rigorous BA (Hons) level program in management and leadership excellence focuses on the development of the strategic, tactical and operational leadership skills of those contributing to the performance and long-term vision and growth of their organisations. This programme will accelerate the progression of experienced managers and functional specialists.

We are dedicated to creating the next generation of creative, innovative business leaders who will challenge the business landscape and move organisational thinking forwards.

As a Business School, we recognise that - in confronting the new global and local commercial challenges - modern leaders and managers need to be supported to act sensitively, ethically and holistically in ways that are business-relevant and sustainable and this is embedded throughout our executive education approach. York Business School is a signatory of the UN Global Compact Initiative Principles for Responsible Management Education (as well as being a member of the Prince of Wales Charity Business) and this is reflected in our teaching and research practices.

All of the staff here at the York Business School are looking forward to giving you a warm welcome and to supporting you on your academic journey with us.

**Dr. Bob Gammie**  
Dean of York Business School

# Introducing York Business School

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York St John University is one of the oldest educational institutions in the UK and has been at the forefront of teaching and education for over **175 years**. York Business School is one of the nine schools within York St John University.

York Business School (YBS) is a progressive, innovative, international business school that puts our students at the centre of everything we do. YBS is an accredited CMI provider, a PRME signatory and a member of Business in the Community which stands for responsible business providers. Furthermore, York St John University is one of only two UK Universities to be awarded the Social Enterprise Gold Mark Holder for **Business Excellence**.

## Mission

York Business School's mission is to transform individuals in order to enhance their capacity and capability to make a difference in society. This involves building and sustaining a learning community through teaching, research and enterprise of the highest standard.

## Vision

York Business School provides an exceptional, student-centred experience, based on both internationally-significant research and pedagogic best practice. We will build on a tradition of distinction in academic, professional and social engagement in order to produce responsible and innovative decision-makers who are able to make a meaningful contribution in all spheres of society.

## Our Values

York Business School is founded upon 5 core values:

- **Excellence** - delivering the highest standards and rewarding excellence
- **Innovation** - developing and incorporating new ideas and ways of operating
- **Enterprise** - being resourceful, entrepreneurial and nurturing talent
- **Equality** - promoting inclusivity and valuing diversity
- **Social responsibility** - ensuring the understanding and care of people and stewardship of environmental and public resources



# What is a Degree Apprenticeship?

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A relatively new - and growing - development for higher education in England, degree apprenticeships are designed to fill high-level skills gaps by tailoring learning to specific business needs.

A degree apprenticeship combines full-time paid work and part-time university study to offer candidates the opportunity to gain a full BA (Hons) Degree while participating in practical, on-the-job training.

## When you finish this apprenticeship you will receive:

- BA (Hons) Management & Leadership
- CMI Level 5 Chartered Managers Degree Apprenticeship
- Professional Chartered Manager status
- Chartered Manager degree apprenticeship

## What is the Degree Apprenticeship Levy and how does it work?

The Apprenticeship levy is part of a government plan to increase the quantity and quality of Apprenticeships. The levy aims to fund three million new Apprenticeships in England by 2020.

As an employer, you'll have to pay Apprenticeship Levy every month from 6 April 2017 if you:

- have an annual pay bill of more than £3 million
- are connected to other companies or charities for Employment Allowance which in total have an annual pay bill of more than £3 million

The new Apprenticeship Levy should be seen as an opportunity to help your business. As an official government apprenticeship training provider, we have developed apprenticeship programmes that turn the levy into an opportunity for your company by helping you to recruit, develop and retain talent.

## Co-Investment

Businesses that wish to purchase additional apprenticeship training after spending their levy funds this is the funding model you will be using.

Thankfully the dark mysteries of Apprenticeship funding have been replaced with a simple and clear model with the Government paying 90% of the cost (up to the maximum limit of the funding band for that apprenticeship), with businesses picking up only the remaining 10%.

## Why invest in a degree apprenticeship as an employee?

- Earn while you learn with no need for a student loan – your fees are paid by the government and your employer
- Achieve a nationally recognised qualification and gain professional accreditation or membership
- Develop your career and increase your earning potential
- Make connections with people in your chosen industry
- New opportunities for career progression
- A clear pathway to achieving your ambitions in the workplace – Statistics from the National Apprenticeships Service show that 23% of apprentices surveyed were promoted within 12 months of finishing their apprenticeship
- No loans
- Student debt free
- Study at any age

## Why invest in a degree apprenticeship as an employer?

- Develop and up-skill your workforce in a cost-effective manner
- Increase retention and engagement by offering your workforce the chance to develop and progress
- Customise apprentice's learning to your business requirements
- Tuition fees are paid by a combination of employer and government investment\*
- Motivate and retain your existing employees
- No age limit
- Keep your business up to date with employees who have the latest industry skills and knowledge
- Train and recruit apprentices to fill higher level skill gap



# York St John University

## Chartered Manager Degree Apprenticeship (CMDA)

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The Chartered Manager Degree Apprenticeship (CMDA) from York St John University (YSJ) will support the progression and development of existing and aspiring managers, or provide the opportunity to inject fresh skills and enterprise by recruiting new talent into trainee schemes.

This programme is aligned to the Level 6 Chartered Manager Degree Apprenticeship standard, designed by employers in partnership with the Chartered Management Institute (CMI).

By integrating academic learning with on-the-job practical training, this apprenticeship enables aspiring managers to develop confidence, capability and independence.

It is suitable for employees in the private, public or third sector and all sizes of organisations. Specific job roles may include; Team Leaders, Supervisors, Operations Managers; or anyone with specific management responsibilities.

There are also two different options available - the CMDA 2-year Accredited Entry route and the CMDA 3 year route.

### **The CMDA – 3 year route**

This route is suitable for employers wishing to use their levy to implement a sponsored Degree Route to underpin trainee management schemes or to support the development of first time manager roles. The programme is ideal to support management development for managers and prospective managers.

### **The CMDA Accredited Entry – 2 year route**

York St John University is offering the CMDA as an Accredited Entry Chartered Manager Degree Apprenticeship. Suitable candidates will be able to complete the academic elements of their apprenticeship in two years, putting them in an excellent position for career progression and professional development.

An Accredited Entry CMDA apprenticeship is the ideal way to take advantage of the recognised prior learning you have developed in the work place. The programme is supported by a work based learning unit designed to supplement your on-the-job experience. This pathway is subject to specific eligibility requirements including at least 3 years demonstrable management experience.

The Accredited Entry route is subject to successful completion of prior experience assessment.

### **Assessment**

The programme is designed to enable participants to apply the academic theory to their own organisation and role. There are a variety of assessment methods including; reports, essays, group and individual presentations, research studies and proposals: all of which can be tailored to their specific job role and employer needs. In the final year of the programme, the apprentice undertakes a work-based management report, which will bring together elements of their learning from different parts of the programme and show their accumulated knowledge and understanding of management and its application in their organisation.

### **End Point Assessment**

The End Point Assessment (EPA) for the programme will include the submission of the work-based management report followed by the presentation of the report; a review of the portfolio of evidence and finally the panel interview which will discuss skills, competencies and behaviours in more depth. The topic of the work-based project will be agreed between the employer, the apprentice and the University, to ensure it meets the relevant scope and is of benefit to the business.

### **Portfolio of evidence**

All students are required to create a portfolio which will capture the knowledge, skills and behaviours developed on the programme and in the workplace. This will contribute to their End Point Assessment and enable participants to reflect, plan and evaluate their development. York St John University portfolio software will be used to capture all information and training will be provided to all participants on how to use the software.

### **Delivery of the Programme**

The CMDA combines work-based training with a blended learning programme and includes 14 compulsory modules (12 taught modules and 2 work-based learning modules supported by a tutor) and a 40 credit work-based Management Report.

Modules are delivered in a 4 day block coupled with 2 one-day workshops during which participants will gain valuable input from academics, practitioners and industry guest speakers all of whom are experts in their field. In addition, apprentices will be expected to complete additional work away from the university (much of this will be work-based).

The programme will commence with a two day induction that will introduce participants to the programme team and will provide valuable insight into the University, student support, and apprenticeship individual modules.



# The modules you will study:

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## YEAR 1

### Responsible Business

This module examines the nature of business enterprise and its relationship with wider society, seeking answers to the question: what does it mean for businesses to behave responsibly?

There is an ongoing debate regarding this question, with answers ranging from 'just maximize shareholder value' to 'consider everyone who is affected, including unborn future generations', with many variations in between. In this ongoing debate, we encounter ideas regarding, for example, stakeholder theory, the triple bottom line, corporate social responsibility, business ethics, the role of the state or of supra-national organizations, and so on.

This module aligns well with the mission of the PRME (Principles for Responsible Management Education) (PRME) initiative to inspire and champion responsible management education.

The challenge in this module of applying ideas from a complex ongoing debate to contemporary business and societal issues will support students in the development of both academic and employability skills.

### Organisational Behaviour

This module is designed to develop students' knowledge, awareness and understanding of one of the most challenging focuses facing organisations today - the role, relations and relevance of people in the workplace.

The purpose of this module is to examine and critically assess a number of key concepts and issues associated with behaviour in organisations. It is designed to develop students' understanding of the key characteristics of work organisation, the context of organisational behaviour, and how a number of different organisational variables affect individual and organisational performance.

Organisational Behaviour is interdisciplinary in its approach. During the module, students will have the opportunity to apply different theoretical and disciplinary perspectives to understanding how the themes and tensions of OB relate to managers and workers, as well as society and culture more widely.

### Business Environment

The purpose of this module is to provide students with an understanding of the internal and external business challenges facing managers today. Students will be introduced to the theoretical underpinning of the business environment which will further develop their abilities to analyse and address managerial issues posed by the drivers that influence organisations

### Resources Management

Resource management is the efficient and effective deployment and allocation of an organization's resources when and where they are needed. Such resources may include financial resources, inventory, human skills, production resources, or information technology.

The purpose of this module is to give students a broad understanding of the ways in which human, financial and physical resources are managed within a business organisation. In addition, students will appreciate the importance of effective resource management.

### Work Based Learning 1 (Managing Self and Personal Development)

The purpose of this module is to enable the student to acquire and develop a range of skills including transferable, personal, interpersonal, academic and subject specific skills that will enable them to succeed in their chosen field of study. This module is focused on the individual's personal and career development needs. It supports the student in identifying their initial level of competence, through the use of a range of diagnostic tools, and the level of competence they should aim to achieve by completion of the module.

Students will be expected to use theory to inform practice and also take the opportunity to apply skills they have developed in a work based context.

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## YEAR 2

### Management and Leadership

This module provides students with a broad understanding of the key concepts and principles of management and leadership. It considers the differences between management and leadership, through the development of theories and models, and the impact on organisations of different approaches. The module also allows students to analyse their own management and leadership skills and devise a personal plan which will allow them to develop these further.

### Strategic Marketing Planning

The aim of this module is to provide students with knowledge of marketing planning in a global context. With markets shifting and changing constantly it is crucial that businesses and other organizations are able to assimilate information and conduct effective marketing planning. This module provides knowledge and understanding of marketing in an applied context. Key marketing theories and principles are applied to the practical aspects of marketing planning. Students learn how to analyse marketing requirements as they affect a particular operation and work towards producing a workable marketing plan that covers all the relevant aspects of marketing. Students will use real life cases or work-based material.

### Managing Human Resources

The purpose of the module is to give students a broad knowledge and understanding of managing people in organisations. It will identify the factors required for the effective and efficient management of people within a legal and ethical framework. Students will develop the ability to apply learnt theory and skills to people and change situations in order to improve business performance.

### Managing Finance

This module is built around key decisions that managers must make on a day to day basis; what to produce, how and how much, at what price, how to best use the resources available. The focus is on costs; understanding costs, cost behaviour, and using this information for planning and control decisions. The control aspect concerns the monitoring of results; making sure that all is going according to plan. This information and knowledge is applicable to all sorts of organisations; non-profit, retail, wholesale, manufacturing.

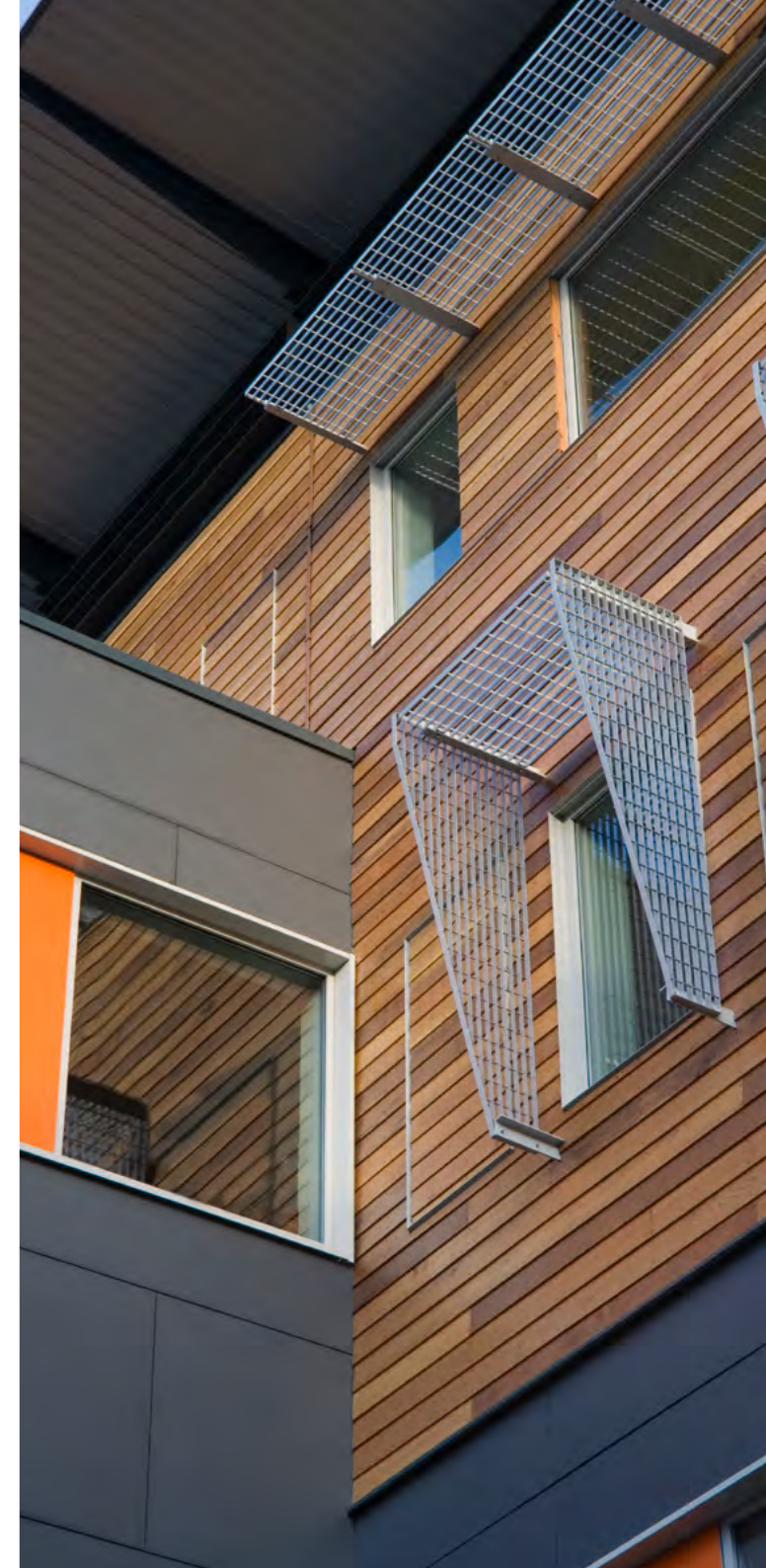
### Work Based Learning 2 (Management and Leadership Skills)

This module is focused on the individual's personal and career development needs. It supports the student in identifying their initial level of competence, through the use of a range of diagnostic tools, and the level of competence they should aim to achieve by completion of the module..

This module aims to provide the students with an appreciation of the organisational or professional environment and the way in which it influences their chosen sector. The purpose of this module is to enable students to demonstrate achievement of the learning outcomes with reference to their organisational or professional context.

Students will be expected to use theory to inform practice and also take the opportunity to apply skills they have developed in a work based or related context. This module enables students to investigate issues and increase their knowledge and understanding of the organisational environment, structure and functions and of the associated sector.

Students may define their own work based or related study or be given an assigned context through the tutor.



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## YEAR 3

### Operations and Project Management

This module seeks to develop an appreciation of the theoretical and practical issues relating to project management and operations management from a strategic and operations perspective. Students will develop a broad and critically understanding of the different aspects of organisations operations and the relationships between the various operational areas.

### Organisational Strategy and Decision Making

The requirement for effective strategic management is increasing due to the highly complex and turbulent environments in which most private and public sector organisations currently exist. The study of organisational strategy encompasses theory and practice from a broad range of business sectors. As such, this module draws on concepts introduced in earlier modules and furthers the critical understanding of these topics and their inter-relationships. The module examines theories and models used in strategic management and decision making and reviews existing practice.

### Leadership, Innovation and Change

This module provides students with a detailed understanding of the key concepts and principles of leadership and how leadership may be used to influence innovation and change within organisations. It considers leadership as a fundamental and pivotal role within organisational development and in particular how the behaviour of a leader influences both individual and organisational performance and creativity. The module also seeks to identify how leaders may interact with individuals to raise their performance.

### Contemporary Issues in the Technological Era

Advances in IT have transformed the way in which people live, work, learn, communicate and conduct business. This module examines the issues arising from advances in IT, and the responsibility that business managers and technical developers have with regards to computer use. The module will serve to increase the understanding of issues related to ethics, professional conduct and social responsibility as they arise in the field of IT. The module provides students with an opportunity to develop skills of analysis and problem solving, enabling students to develop a critical awareness of responsible IT use. This enables them to deal with the problems, choices and constraints involved in the development of effective and sustainable strategies.

### Management Project

The aim of the Management Project is to give students the opportunity to undertake an investigation into an authentic challenging management project within their organisation. This allows students to demonstrate an understanding of the application of business principles in a real-world situation and results in management decisions. Students will develop their research skills alongside techniques of reporting back on findings.

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## How you will study

Thanks to our long-standing and extensive experience of customising programmes for our global network of clients, we are delighted to offer the option of closed cohorts for those clients, who wish to develop the management and leadership skills of entire groups of employees.

Studying a degree apprenticeship is very different from studying a traditional degree. A key difference between taking this apprenticeship route as opposed to studying a traditional degree is that your study is focused on work-based learning. The apprentices on the course will study alongside their work based roles, with 20% off the job development.

This 20% of your time can take place in many forms and our tutor-supported virtual learning environment provides a platform for you to work and study flexibly from anywhere in the world at times that suit your organisational needs. This also means that travel costs and expenses are minimised.

Our online delivery is diverse and collaborative, using media formats that engage apprentices on their journey including virtual lectures, online forums with peers and tutors, interactive quizzes and e-texts and academic journals that you can access 24/7 on computers, tablets and mobile devices. This virtual collaborative learning environment allows for apprentices to learn from different industries and backgrounds, challenge each other and share best practice.

You will be assessed through a range of coursework which will be tailored to your organisational objectives

and fulfilling your business needs so that everything you do is driven by your work based learning and relevant to you. Also, when you finish the apprenticeship, there is a final review process which includes presenting a portfolio of work-based evidence and a panel interview, for you to achieve your professional CMI status.

On top of account management support from our dedicated apprenticeships team, you will also be allocated with the following:

- **Academic Advisor** - Facilitates learning within the knowledge modules at each stage of the qualification through personalised tuition, student support and feedback.
- **Work Place Mentor** - The employer will need to sponsor individual applications and provide each apprentice with a work place mentor to support the work based learning element of the programme

### 2024 Entry Dates

**York Campus (Lord Mayors Walk)**  
September 2024

**London Campus (Export Building)**  
September 2024



## Added value and support

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Apprentices can access support throughout their time studying at York St John. They will have access to the full range of services and support that we offer on our York or London campus to all students and through our virtual learning environment.

- 24-hour global access to 'moodle' our virtual learning environment full of your course researches
- Use of the University sports facilities, including gym, fitness classes and our brand new £3.8 million sports facilities at Haxby Road playing fields
- Full access to the YSJ library 24 hours a day, the library has achieved the highest possible ranking from the Times Higher Education Student experience survey 2018 as an exceptional facility for learning
- Entry into our full calendar of speaker events, student Success Lab, networking sessions and workshops, including talks from globally recognised business leaders such as Allan Leighton and Malcom MacDonald
- Membership of our Student Union which has over 60 sports clubs and societies to get involved with
- Access to the wide range of academic and wellbeing support from our University Student Support Team - you can find out more via our Vacancies page: [www.yorksj.ac.uk/study/degree-apprenticeships/degree-apprenticeship-vacancies/](http://www.yorksj.ac.uk/study/degree-apprenticeships/degree-apprenticeship-vacancies/)





## Testimonials from CMDA students:

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“I have thoroughly enjoyed studying the first two modules of my Management and Leadership Degree Apprenticeship . Having topical debates with both lecturers and students from a variety of work environments has been engaging and informative. Having the flexibility to work full time whilst studying was difficult at first but you soon get into the swing of things. With 4 allocated study days each term in addition to the 6 designated module days, it makes on the job learning enjoyable and feasible. Tutors are always available for support and advice which at the tender age of 53 and never having studied at University before has been most reassuring. For anyone considering a Degree Apprenticeship my advice is do it, you are never too old to learn and will gain both life experience and friends along the way.”

**Tracey Davis**

“The benefits of the programme so far has been that it has given me a greater insight into my own working environment and how as an employee I fit into the organisation I work for. It has also given me a more solid knowledge base that I can use within my daily role and also towards making policy, cultural and operational changes going forward as well as the potential for employment advancement. The academic tutors have imparted they knowledge positively with the additional benefits of sharing best practice within the group.”

**Marie Dodsworth**

“The course has opened my mind to learning and has increased my confidence on my ability to learn. I have also already seen the benefits of learning at this level and how it can contribute my organisation and my current responsibilities.”


**Natasha Procter**

“I have a successful career in sales but was ready for the next step in my professional development. I made the decision many years ago that I did not want to become an 'accidental manager' and therefore, with the support of the organisation I work for, enrolled onto the Chartered Management Degree Apprenticeship course last September at York St John University.

So far I have found the course to not only be well structured and informative but also useful giving me tools that I can apply in my everyday work environment.

The last time I studied was 20 years ago and York St John has been supportive and friendly, making my transition into further education much easier than anticipated.”

**Jennifer Hoefling**



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