

**QUALITY ASSURANCE DOCUMENT QA3 – PROGRAMME SPECIFICATION  
FOR APPRENTICESHIPS**

<b>Programme Code</b>	N/A					
<b>Programme Title</b>	Chartered Manager Degree Apprenticeship (CMDA) with BA (Hons) Business and Management					
<b>Target Award Title</b>	BA (Hons) Business and Management as part of the Chartered Manager Degree Apprenticeship. The Chartered Manager Degree Apprenticeship is awarded by the End Point Assessment Organisation.					
<b>Exit Award Title(s)</b>	Certificate in Higher Education (CertHE) Business and Management. Diploma in Higher Education (DipHE) Business and Management. BA Business and Management (Non-Honours).					
<b>Subject area</b>	Business Management					
<b>School</b>	Corporate Learning / School of Leadership and Management					
<b>Programme Team Leader(s)</b>						
<b>Programme Type</b>	Generalist					
<b>End Point Assessment Organisation (EPAO)</b>	CMI (recommended)					
<b>Delivery Model</b>	DL F/T		BL F/T		Apprenticeship	X
	DL P/T		BL P/T		Other	
<b>Where delivery model identified as 'Other' please provide details</b>	N/A					
<b>Location of delivery</b>	DL					
<b>Proposed Start date</b>	October 2023, as: <ul style="list-style-type: none"> <li>• First intake on full revalidated programme (starting at Level 4) and,</li> <li>• Existing level 4 students (October 2022 start) transition onto the revalidated Level 5</li> </ul>					
<b>Reference points</b>	QAA - The revised UK Quality Code for Higher Education (2018)  QAA Subject Benchmark Statement - Business and Management November 2019					
<b>Apprenticeship standard</b>	Charter Manager (Degree): <a href="#">Chartered manager (degree) / Institute for Apprenticeships and Technical Education</a>  Non-integrated degree apprenticeship, i.e.: End Point Assessment follows after the conclusion of the degree.					
<b>Professional, Statutory &amp; Regulatory Bodies (PSRB)</b>	Chartered Management Institute (CMI) Completion of EPA with CMI leads to Chartered Manager Status.  In addition, as part of the programme development process, the programme team are working with the Chartered Management Institute (CMI) to secure professional accreditation for the programme. The aim					

	is to mirror the accreditation of other Business degrees within the School of Leadership and Management, which lead to the awarding of a Level 5 Diploma in Management and Leadership from the CMI upon completion the programme of study.
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## 16. Programme aims

The Arden University CMDA programme aims to provide a unique, inter-disciplinary and integrative educational programme for individuals seeking to develop and consolidate their managerial achievements to become more effective managers, while delivering a professional pathway to Chartered Manager status.

In particular, the purpose of the programme is to provide apprentices with:

- The opportunity to demonstrate competence and professional growth, benchmarked against the Knowledge, Skills and Behaviours from the Chartered Manager Degree Apprenticeship Standard.
- A sound platform from which to successfully progress to Apprenticeship End Point Assessment
- A detailed understanding of and responsiveness to change, considering the future of the business environments in which they operate.
- The essential employability skills and tools to be effective ethical practitioners in a business environment.
- The opportunity to create and take ownership of a detailed work-based project, relating to a management issue.
- Those entrepreneurial skills which best support the growth of enterprise and the creation of new businesses.
- A stimulating and flexible online learning environment, which is based upon the values of openness, ownership, and professional development.

Both during and on completion of the CMDA apprentices bring back tangible benefits for their organisation including their ability to:

- Manage organisational complexity at an operational level.
- Lead and influence agreed projects to deliver organisational impact.
- Make decisions about organisational objectives through a wide range of functions.
- Motivate, influence and develop others.
- Become an effective manager of people.

The CMDA is designed to stretch participants and equip them to apply management theory in practice, adapt to new scenarios and implement effective solutions.

Scaffolded by the Apprenticeship Standard, the programme is designed to expose apprentices to current thinking and practice across a wide range of interconnected management disciplines, delivered using a cross-cutting approach.

Online teaching materials are derived from established academic research to develop critical powers of analysis, reflection, and further development of interpersonal skills in preparation for key positions in industry, commerce and the public sector.

Apprentices will build on their existing understanding management and organisations within a framework that enables them to relate their experience to contemporary ideas and practice. This is achieved through critical reflection, contextualisation, and personal development.

The CMDA consists of 14 core modules and a management project, all of which are aligned to the Apprenticeship Standard.

### Programme Structure

CMDA - Full Programme: 36 Months + EPA													
Level 4	Level 4: 12 months												120 Credits
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	
	M2: Contemporary Business Environment 20 Credits			M3: Marketing Dynamics 20 Credits			M4: People Management 20 Credits			M5: Financial Practice for Managers 20 Credits			
M1: Principles of Professional Practice													
Level 5	Level 5: 12 months												120 Credits
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	
	M2: Resourcing and Talent Management 20 Credits			M3: Consumer Insights 20 Credits			M4: Digital and Social Media Marketing 20 Credits			M5: Digital Technology and Innovation 20 Credits			
M1: Advanced Professional Practice													
Level 6	Level 6: 12 months												120 Credits
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	
	M2: Project Management 20 Credits			M3: International Business Management 20 Credits			M4: Entrepreneurship and Innovation 20 Credits			M5: Future Leaders and Talent Management 20 Credits			
M1: Management Project 40 Credits													
EPA	EPA: 3 months												
	Nov	Dec	Jan	Up to 3 months									

## 17. Programme Entry Requirements

All apprenticeships are subject to standardised apprenticeship entry criteria.

In addition, apprentices enrolling on this degree apprenticeship must meet the following criteria:

- Employed in a job with responsibilities aligned with the apprenticeship standard.
- Have evidence of funding eligibility from their employer.
- Have two subjects at GCE A-level or equivalent, plus three GCSEs at grade A\*-C /9-4; OR a completed recognised Access Programme or equivalent.
- Have proficiency in the English language if any prior learning has not previously been taught in English (IELTS6.0 / TOEFL iBT 80 or equivalent).
- Be a UK/EU/EAA resident for at least three years prior to starting the apprenticeship.

At application, prospective applicants complete a skills scan based on the Knowledge, Skills and Behaviours of the apprenticeship standard. This ensures apprentices are enrolling onto the correct programme of study and also underpins any recognition of prior learning. It also informs the apprentice's individual learning plan.

## 18. Learning, teaching and assessment methods and strategies

### Learning and Teaching

At Arden, our mission is to provide opportunities for individuals to access higher education in a way that suits their personal circumstances and ambitions and equips them for employment in the 21st Century.

Teaching is designed to engage and inspire students via a range of activities, retaining an apprenticeship aligned “real world” focus using interventions such as contemporary case studies and industry data sets which can be contextualised to each apprentice’s organisation.

Teaching is largely student led; learners are expected to take ownership of their own learning journeys, reflect upon the teaching interventions, datasets, case and study materials and act upon tutor feedback as they develop their knowledge of and skills in business management.

Teaching activities may require students to work both collaboratively and individually, analyse case studies, participate in simulation exercises, devise solutions to “real world” problems by producing “work products”, exchange peer to peer feedback and reflect upon their own work experiences (where applicable).

### Distance Learning

Acquisition of programme outcomes is via engagement with the online module learning material and the online tutoring and programme participant support mechanisms, both of which are delivered via Arden University’s ilearn platform (a Moodle-based system). The learning material comprises purpose-written self-contained lessons with frequent activities and feedback to generate learning and reinforce the knowledge acquisition through frequent application of learning to specific examples.

Embedded within the text are links to further reading and appropriate websites. Feedback within the learning material is provided to allow programme participants to check their understanding with that of the tutor. Additionally, group learning activities direct programme participants to the tutor-facilitated discussion forums where they engage in discussion with their peers and receive formative feedback from the module tutor.

Each of the modules provide programme participants with an understanding of key theoretical and practical management issues, debates and academic informed literatures.

Teaching/learning methods adopted are transferrable across modules and are similar across modules and include online class discussions, exercises/case studies and group discussions.

For each subject being taught, a programme of structured online learning activities using both formative and summative assessment is applied. The emphasis is on action learning through the mediation of the module leader for each module.

Learning and Teaching activities are:

#### Asynchronous:

- Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accessed through our Virtual Learning Environment (iLearn).
- Guided group / project-based work.

#### Synchronous:

- A-synchronous learning will be supported by live online seminars, masterclasses and workshops. Apprentices will have full access to the ilearn platform and all programme resources within it.

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| <ul style="list-style-type: none"> <li>• Research tasks.</li> <li>• Discussion forums where students discuss and critically engage with themes emerging from the online materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves.</li> <li>• Podcasts and narrated PowerPoints.</li> </ul> | <ul style="list-style-type: none"> <li>• Formative opportunities will be available in class and also via seminars hosted using Zoom.</li> <li>• Live chats.</li> <li>• Based upon the profile of our typical student body, our strategy enables apprentices to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances. Independent study is the cornerstone of the learner experience, supported by subject specialist engagement with the tutor and peer engagement.</li> </ul> |
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### On Programme Assessment

In line with the apprenticeship standard, the assessment strategy similarly centres on a strong alignment with real world organisational and business practice and embraces a range of assessment methods including work related products, presentations, portfolios, reflections and report writing.

Apprentices are expected to apply knowledge and theory explored in the modules and produce assessments that simultaneously focus on real business situations in their respective organisations while indicating the requisite levels of academic rigour required at Levels 4, 5 and 6. As such, and while all apprentices work to the same degree assessment briefs, the opportunity for individually contextualised work-based assessment is well recognised, which will also enable the systematic evidencing of the apprenticeship knowledge, skills and behaviours.

The programme has been designed to embed work-based activity in the degree via three long thin 40 credit modules, spanning the first three teaching blocks of level 4 and 5 and the four learning blocks of level 6.

1. BUS4020APP Principles of Professional Practice (Level 4)\*
2. BUS5028APP Advanced Professional Practice (Level 5)\*
3. BUS6023APP Management Project (Level 6)

*\*The professional practice modules support your achievement of the Knowledge, Skills and Behaviours for this apprenticeship standard. As these modules are fundamental to the completion of the apprenticeship award, you must pass these modules with a mark of at least 40% to continue on your programme and to achieve your apprenticeship award. These modules are **not** subject to the compensation rules set out in the Arden Regulatory Framework (see: [Arden University | Regulatory Framework](#)).*

This enables each apprentice to complete work-based assessments in the form of portfolio collation, including contextualisation and reflection, and the execution of a work-based project.

Our e-portfolio system, BUD, will run alongside the programme to enable apprentices to compile their portfolio of evidence, required by the apprenticeship and to be submitted at End Point Assessment.

### Progressing Through the Programme

Apprentices must pass sufficient module credits to progress from one level of study to the next, in line with rules set out in the Arden Regulatory Framework (see: [Arden University | Regulatory Framework](#)).

If an apprentice takes an approved Break in Learning, at the point that the apprentice returns to their studies, we will enrol them on the next appropriate and available module, based on their progression through the programme to date. If there is not a suitable module available for the apprentice to join, whilst they wait for a module to become available in the study calendar, they will nonetheless be able to resume their studies by continuing to make progress towards achievement of the KSBs and developing their e-portfolio.

### End Point Assessment

The CMDA End Point Assessment (EPA) is not undertaken by Arden University, but by an external, independent EPAO (End Point Assessment Organisation). The Chartered Management Institute (CMI) is the recommended EPAO for this programme.

The CMDA Gateway requirements are:

- The employer must be content that the apprentice is working at or above the level of the occupational standard.
- Achieve English and mathematics Level 2.
- Achieve degree.
- Submit a portfolio of evidence.
- Complete work-based project.

End Point Assessment consists of:

- Assessment method 1: Paper review of Portfolio & work based project
- Assessment method 2: Live Assessment Day with a panel as:
  - Project Presentation (15 mins)
  - Project Q & A (15 mins)
  - Competency Based Interview (45 mins)

Apprentices are supported via their coach to prepare for End Point Assessment, via clinics, opportunities to practice presentations and mock interviews.

### **19. Methods and strategies for the management and oversight of Apprenticeship elements of this programme**

- **Knowledge, Skills and Behaviours (KSBs):** The KSBs are mapped into each module (see Section 23). This demonstrate where each KSB will be taught and assessed. The assessment of the KSBs organically presents evidence for the apprentice’s portfolio. The long thin professional practice and management project modules present a further opportunity for the generation of evidence against the KSBs, which will be more individualised to each apprentice.

- **Portfolio and E-Portfolio System:** The apprenticeship will be assessed, in part, by a portfolio of evidence. This evidences how the apprentice has met the requirements of the Individual Learning Plan and the apprenticeship standard, which lists all the required KSB outcomes. Apprentices will have access to Arden’s online E-portfolio system (BUD) to help build the portfolio.
- **Evidence gathering (BUD activities):** BUD activities will be reduced to solely evidencing a percentage of the KSBs by set programme milestones. For example, 10% of KSBs must be evidenced by the end of module 1, with a further 10% evidenced by the end of module 2, and so on. This allows for a guided, yet individualised programme. Coaches will highlight the KSBs mapped to each module, yet if the apprentice’s role prevents them from generating robust, current, valid and reliable evidence against these KSBs at that point in the programme, the apprentice will work with their coach to agree which KSBs to focus on by each milestone. This cyclic process then continues, organically developing a clear plan of which KSBs to target throughout duration of the programme. 100% of the KSBs will be evidenced in preparation for Gateway. Evidence will be generated in a number of ways:
  - Via the completion of degree assignments (where KSB mapping has taken place).
  - Via coach led activity (via the production of work-based product evidence).
  - Via the apprentice’s self-directed on the job learning and development (via the production of work based produce evidence).
- **Off the Job Time:** Apprentices receive off the job training throughout the duration of the programme, during their paid hours, for the purpose of achieving their apprenticeship. As such, the programme is scheduled to allow apprentices to study alongside work commitments, with employer support. Each apprentice is provided with a Learner Plan which details all synchronous teaching sessions, activity submission deadlines and milestones from induction through to the final Gateway meeting and End Point Assessment. The e-portfolio system (BUD) records all off the job activities, and the Coaches meet with the apprentices to ensure that all activities are completed by the submission date.
- **Coaching:** At the start of the programme each apprentice is assigned a Coach, who will provide support throughout the duration of the programme. The Coach will support with the E-Portfolio, building evidence against the KSBs and preparing for End Point Assessment. Coaches meet with apprentices regularly throughout the programme to review progress, discuss stretch and challenge activities and provide pastoral support as required.
- **Employer Support & Liaison:** Once per quarter, employers join coaching meetings to review the apprentice’s performance on the apprenticeship and address any areas of concern the employer may have. This tri-partite meeting also confirms that the apprentice continues to receive the required off the job time.
- **Fundamental British Values:** We promote Fundamental British Values through academic workshops and masterclasses and via the Coach reviews. These sessions seek to create opportunities for apprentices to apply their understanding of fundamental British values to relevant situations and contexts, and to encourage

apprentices to respect each other and their differences, including with regard to protected characteristics outlined in the Equality Act 2010.

- **Functional Skills: English and Maths:** To begin the apprenticeship, funding rules require all apprentices to undertake a Functional Skills Initial Assessment and to subsequently achieve level 2 competencies in English and Maths.
  - To be eligible for exemptions, apprentices must submit evidence of relevant qualification certificates (GCSE, AS- or A-levels (or equivalents) in grades A-C in English/English Language/English Literature and Maths) prior to starting the programme.
  - Those apprentices who cannot provide certificate evidence must complete diagnostic assessments before starting the programme. They will then complete level 2 Functional Skills qualifications alongside the apprenticeship.
- **Development of English and maths:** The Functional Skills Initial Assessment will act as baseline for all apprentice from which to develop English and maths skills. This will be enabled in a number of ways:
  - The starting points will be used by coaches and lecturers to inform the planning of teaching and development activities.
  - English and maths will be discussed in every coach review meeting, exploring their impact and application in the workplace.
  - On-programme assessments will have a varied assessment diet, making use of speaking, listening, reading, writing and maths as appropriate to the individual module.
  - Coaches and lecturers will identify and exploit naturally occurring opportunities which develop learners' skills in speaking and listening, reading and writing and maths.
  - All Coach and lecturer feedback will highlight spelling, punctuation and grammatical errors.
- **Arden Achieve:** Arden Achieve is an enrichment programme with several different events, guest lectures and workshops to support the academic, personal and professional development of apprentices while at Arden University. There are three pillars: academic development, personal development, and professional development, all of which facilitate further opportunities for learning, application and evidence gathering.
- **Safeguarding.** Arden University's role in terms of Safeguarding is to:
  - Ensure all staff involved in the delivery of apprenticeship provision, either directly or indirectly, are enhanced DBS checked prior to engaging with the apprentices.
  - Ensure that the Safeguarding policy is applied to all learning settings.
  - Ensure that apprentices understand the aims of Safeguarding how it protects them and how they can access support.
  - Promote a culture which promotes safeguarding, reducing the potential for harm to be caused or threatened.
  - To work with employers to ensure that they are aware of their obligations, as well as the University's so that apprentices are protected in all cases.
  - To work with employers when concerns are raised, ensuring that outcomes are reached and implemented to protect the apprentice(s) involved.



- Be available for apprentices to ensure they feel they can always raise concerns that they have.
- Ensure that any external speakers are approved.
- **Prevent.** The University's role is to:
  - Ensure that all colleagues are aware of the Prevent duty and the obligations they are required to meet to enable this.
  - Have rigorous processes and procedures to ensure that they meet statutory requirements and government guidance.
  - Provide clear channels for apprentices to discuss and raise concerns, so that these can be considered in a non-discriminatory, open environment.
  - Ensure prompt response to any concerns raised.

20. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
Learning outcomes	The means by which these outcomes are achieved	The means by which these outcomes are assessed
At the end of this course you, the student, will be able to:		
1. Identify the key skills, technologies and competencies required to lead and manage in the contemporary organisational environment.	<p>The mapping of the apprenticeship standard KSBs to the degree modules embeds the current and key competencies within the holistic delivery of the programme.</p> <p>These will also be discussed via coaching conversations, ensuring these elements are not just identified but also applied in the workplace.</p>	<ul style="list-style-type: none"> <li>On programme: Via portfolio collation in Principles of Professional Practice (L4) and Advanced Professional Practice (L5).</li> <li>EPA: Portfolio &amp; Competency-Based Interview (CBI).</li> </ul>
2. Identify and evaluate the contributions of the key business functions.	<p>Specific modules highlight key business functions, such as:</p> <ul style="list-style-type: none"> <li>Operations: Digital Technology and Innovation (L5, BUS5027APP) and International Business Management (L6, BUS6009APP)</li> <li>Human Resources: People Management (L4, BUS4014APP) and Resourcing and Talent Management (L6, BUS5018APP).</li> <li>Marketing: Marketing Dynamics (L4, BUS4011APP) and Digital and Social Media Marketing (L5, BUS5023APP).</li> <li>Finance and accounting: Financial Practice for Managers (L4, BUS4019APP).</li> </ul> <p>The cross-cutting functionality of these functions is explored in modules such as:</p> <ul style="list-style-type: none"> <li>Contemporary Business Environment (L4, BUS4010APP).</li> <li>Future Leaders and Talent Management (L6, BUS6013APP).</li> <li>Management Project (L6, BUS6023APP).</li> </ul> <p>Apprentices will also be encouraged, by their coach, to shadow in the</p>	<ul style="list-style-type: none"> <li>On programme: individual module assessments.</li> <li>EPA: WBP (work based project), Portfolio &amp; CBI.</li> </ul>

	workplace, gaining exposure to functions they may not be as familiar with.	
3. Develop a critical understanding of the role and purpose of organisations and how they relate and interact with the wider environment.	<p>Specific modules highlight these areas, such as:</p> <ul style="list-style-type: none"> <li>• Contemporary Business Environment (L4, BUS4010APP).</li> <li>• Enterprise and Innovation (L6, BUS6011APP).</li> <li>• Management Project (L6, BUS6023).</li> </ul> <p>Apprentices will also be encouraged, by their coach, to seek a workplace mentor, who will help influence the apprentices understanding of these areas.</p>	<ul style="list-style-type: none"> <li>• On programme: individual module assessments.</li> <li>• EPA: WBP, Portfolio &amp; CBI.</li> </ul>
4. Identify and take ownership of relevant and robust business solutions to meet the challenges presented by the contemporary business environments.	The culmination of the CMDA is a real life management project. This long thin, year-long L6 module will enable the apprentice to showcase all they have learnt via leading a contextually relevant, authentic project, which adds value to their organisation.	<ul style="list-style-type: none"> <li>• On programme: Management Project module assessment.</li> <li>• EPA: WBP.</li> </ul>
5. Apply and evaluate academic theories to a range of business contexts, challenges, and situations.	<p>Academic theories will be taught throughout all modules, with the emphasis being on the apprentice applying them to their individual context.</p> <p>Coaches will play a big part here, enabling potentially challenging topics to be contextualised. For example, applying traditionally private sector models to the public sector.</p>	<ul style="list-style-type: none"> <li>• On programme: individual module assessments.</li> <li>• EPA: Portfolio &amp; CBI.</li> </ul>
6. Develop a set of generic “life” skills including self-awareness and management, research, argumentation, numeracy, critical thinking, and analytical ability.	<p>The overall ethos of the apprenticeship is apprentices developing mastery of their chosen profession, as such development of these skills is a golden thread running through the entire programme.</p> <p>Specific examples include:</p> <ul style="list-style-type: none"> <li>• Self-awareness, via Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).</li> </ul>	<ul style="list-style-type: none"> <li>• On programme: Via portfolio collation in Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).</li> <li>• EPA: Portfolio &amp; CBI.</li> </ul>

	<ul style="list-style-type: none"> <li>• Management, via People Management (L4, BUS4014APP), Resourcing and Talent Management (L5, BUS5018APP) &amp; International Business Management (L6, BUS6009APP).</li> <li>• Research, Argumentation, critical thinking, and analytical ability are inherent in all module assessments where analytical research is required to underpin the work produced and apprentices must justify the point they are endeavouring to make.</li> <li>• Numeracy, via Financial Practice for Managers (L4, BUS4019APP) &amp; Consumer Insights (L5, BUS5020APP).</li> </ul> <p>Coaches and lecturers will also identify and exploit naturally occurring opportunities which develop learners' skills in speaking and listening, reading and writing and maths.</p>	
<p>7. Understand and evaluate the importance of corporate social responsibility, global citizenship, and risk management in contemporary business management.</p>	<p>Specific modules highlight key areas around these elements, such as:</p> <ul style="list-style-type: none"> <li>• Contemporary business environment (L4, BUS4010APP).</li> <li>• People Management (L4, BUS4014APP).</li> <li>• Resourcing and Talent Management, (L5, BUS5018APP).</li> <li>• Enterprise and Innovation (L6, BUS6011APP).</li> <li>• Project Management (L6, BUS6018APP).</li> <li>• International Business Management (L6, BUS6009APP)</li> </ul> <p>Apprentices will also be required to collate an up-to-date contemporary portfolio of evidence to support their continual development.</p>	<ul style="list-style-type: none"> <li>• On programme: individual module assessments. Via portfolio collation in Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).</li> <li>• EPA: WBP, Portfolio &amp; CBI.</li> </ul>
<p>8. Develop personal, leadership, and team working skills that enhance effectiveness of management practices.</p>	<p>Apprentices will learn the background and theories behind these skills in modules such as:</p> <ul style="list-style-type: none"> <li>• People Management (L4, BUS4014APP).</li> <li>• Resourcing and Talent Management (L5, BUS5018APP).</li> <li>• International Business Management (L6, BUS6009APP).</li> <li>• Enterprise and Innovation (L6, BUS6011APP).</li> </ul>	<ul style="list-style-type: none"> <li>• On programme: Via portfolio collation in Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).</li> <li>• EPA: WBP, Portfolio &amp; CBI.</li> </ul>

	However, it is the embedding, application and evidencing of these skills that will truly achieve the development of them.	
9. Work independently and demonstrate a high level of autonomy for own learning and personal development.	<p>The culmination of the CMDA is a real life work based project. This long-thin, year-long L6 Management Project module will enable the apprentice to showcase all they have learnt via leading a contextually relevant, authentic project, which adds value to their organisation.</p> <p>Apprentices will also be responsible for the ongoing learning and development, as evidenced via portfolio collation in Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).</p>	<ul style="list-style-type: none"> <li>On programme: Via portfolio collation in Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).</li> <li>EPA: WBP.</li> </ul>
10. Reflect upon own working practice, identifying areas for self-development.	Apprentices will be responsible for the ongoing learning and development, as evidenced via portfolio collation in Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).	<ul style="list-style-type: none"> <li>On programme: Via portfolio collation in Principles of Professional Practice (L4, BUS4020APP) and Advanced Professional Practice (L5, BUS5028APP).</li> <li>EPA: Portfolio and CBI.</li> </ul>

## 21. Graduate Attributes and the means by which they are achieved and demonstrated

Graduate Attribute	The means by which these attributes are achieved	The means by which these attributes are assessed
The Graduate Attributes are built into the programme, with one attribute being mapped into each module as a learning outcome. See section 22.		
<p><b>1. Discipline Expertise: Knowledge and understanding of chosen field</b></p> <p><i>Students will possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice and be well positioned to respond to change.</i></p>	<p>GA1 is a thread running through the entire programme and is inherent within an apprenticeship. The programme itself is designed enable apprentices to gain master of their chose profession, demonstrating discipline expertise throughout.</p> <p>This will be particularly evident particularly in modules where</p>	<ul style="list-style-type: none"> <li>On programme: individual module assessments.</li> <li>EPA: Portfolio &amp; CBI / WBP.</li> </ul>

	<p>apprentices work in potentially new and developing areas, where embracing change is import, such as:</p> <ul style="list-style-type: none"> <li>• Digital Technology and Innovation (L5, BUS5027APP).</li> <li>• Management Project (L6, BUS6023APP).</li> </ul>	
<p><b>2. Effective Communication</b> <i>Students will communicate effectively both verbally and in writing, using a range of media widely used in relevant professional context. They will be IT, digitally and information literate.</i></p>	<p>GA2 aligns with the skills and behaviours of the CMDA, where aspiring managers must demonstrate appropriate softer social skills in order to navigate the ever changing world of work.</p> <p>GA2 is specifically mapped to Entrepreneurship and Innovation (L6, BUS6011APP), which involves apprentices generating ideation and communicating this with others.</p> <p>While other modules do not have the GA specifically mapped, effective communication is the golden thread of management and will be demonstrated digitally and non verbally (via ongoing module assessment submission) and verbally (via interactions with tutors, coaches, other apprentice's and line managers).</p>	<ul style="list-style-type: none"> <li>• On programme: individual module assessments.</li> <li>• EPA: Portfolio &amp; CBI / WBP.</li> </ul>
<p><b>3. Responsible Global Citizenship</b> <i>Students will understand global issues and their place in a globalised economy, ethical decision-making and accountability. They will adopt self-awareness, openness and sensitivity to diversity in culture.</i></p>	<p>Mapped specifically to Contemporary Business Environment (L4, BUS4010APP), GA3 underpins the current, post Covid focus of the CMDA.</p> <p>Additional modules, although not explicitly mapped to GA3, underpin it, for example:</p> <ul style="list-style-type: none"> <li>• Digital Technology and Innovation (5, BUS5027APP).</li> <li>• International Business Management (L6, BUS6009).</li> <li>• Entrepreneurship and Innovation (L6, BUS6011).</li> <li>• Future Leaders and Talent Management (L6, BUS6013).</li> </ul>	<ul style="list-style-type: none"> <li>• On programme: individual module assessments.</li> <li>• EPA: Portfolio &amp; CBI / WBP.</li> </ul>
<p><b>4. Professional Skills</b> <i>Students will perform effectively within the professional environment. They will work within</i></p>	<p>The bedrock of the CMDA is the apprentice developing mastery of their chosen career. As such GA4 is holistically important across the</p>	<ul style="list-style-type: none"> <li>• On programme: individual module assessments.</li> </ul>

<p><i>a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. They will be flexible and adaptable to changes within the professional environment.</i></p>	<p>whole programme and will be consistently revisited during coaching conversations.</p> <p>GA4 is also specifically mapped to:</p> <ul style="list-style-type: none"> <li>• Financial Practice for Managers (L4, BUS4019APP).</li> <li>• Consumer Insights (L5, BUS5020APP).</li> <li>• Future Leaders and Talent Management (L6, BUS6013APP).</li> </ul>	<ul style="list-style-type: none"> <li>• EPA: Portfolio &amp; CBI / WBP.</li> </ul>
<p><b>5. Reflective Practitioner</b> <i>Students will undertake critical analysis and reach reasoned and evidenced decisions. They will contribute problem-solving skills to find innovative solutions.</i></p>	<p>Although mapped to other modules including:</p> <ul style="list-style-type: none"> <li>• People Management (L4, BUS4014APP).</li> <li>• Resourcing and Talent Management (L5, BUS5018APP).</li> </ul> <p>GA5 also underpins the culmination of the CMDA - a real life work based Management Project. This year-long, long-thin year module will enable the apprentice to showcase all they have learnt via leading a contextually relevant, authentic project, which adds value to their organisation.</p>	<ul style="list-style-type: none"> <li>• On programme: individual module assessments.</li> <li>• EPA: Portfolio &amp; CBI / WBP.</li> </ul>
<p><b>6. Lifelong Learning</b> <i>Students will manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.</i></p>	<p>GA6 is a thread running through the entire programme and is inherent within an apprenticeship. The programme itself is designed enable apprentice's to gain mastery of their chosen profession, demonstrating a commitment to lifelong learning.</p> <p>This will be particularly evident as apprentice's must collate an e-portfolio of evidence to demonstrate the ongoing learning and development.</p>	<ul style="list-style-type: none"> <li>• On programme: Via portfolio collation in Principles of Professional Practice (L4) and Advanced Professional Practice (L5).</li> <li>• EPA: Portfolio &amp; CBI.</li> </ul>

## 22. Summary of modules and mapped programme learning outcomes and graduate attributes

Level	Module Code and Module title	Module type <i>Compulsory (C) or Optional (O)</i>	Pinned/ paired modules	LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9	LO 10	GA1 Dis. Exp.	GA2 Comm	GA3 Glob. Cit.	GA4 Prof. skills	GA5 Ref. prac.	GA6 Life learn
L4	Contemporary Business Environment (BUS4010APP)	C	N/A		X	X		X	X	X						X			
L4	Principles of Professional Practice (BUS4020APP)	C	N/A						X			X	X						X
L4	Marketing Dynamics (BUS4011APP)	C	N/A		X		X	X	X						X				
L4	Financial Practice for Managers (BUS4019APP)	C	N/A		X		X	X	X								X		
L4	People Management (BUS4014APP)	C	N/A	X	X	X		X	X	X	X							X	
L5	Digital Technology and Innovation (BUS5027APP)	C	N/A		X			X	X					X					
L5	Advanced Professional	C	N/A						X			X	X						X



Level	Module Code and Module title	Module type <i>Compulsory (C) or Optional (O)</i>	Pinned/ paired modules	LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9	LO 10	GA1 Dis. Exp.	GA2 Comm	GA3 Glob. Cit.	GA4 Prof. skills	GA5 Ref. prac.	GA6 Life learn
	Practice (BUS5028APP)																		
L5	Digital and Social Media Marketing (BUS5023APP)	C	N/A	X	X			X	X					X					
L5	Consumer Insights (BUS5020APP)	C	N/A	X		X	X	X	X								X		
L5	Resourcing and Talent Management (BUS5018APP)	C	N/A	X		X		X	X		X							X	
L6	Project Management (BUS6018APP)	C	N/A		X		X	X	X					X					
L6	Management Project (BUS6023APP)	C	N/A				X		X			X	X	X					
L6	International Business Management (BUS6009APP)	C	N/A		X	X		X	X	X				X					
L6	Entrepreneurship and Innovation (BUS6011APP)	C	N/A	X	X		X	X	X						X				

Level	Module Code and Module title	Module type <i>Compulsory (C) or Optional (O)</i>	Pinned/ paired modules	LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9	LO 10	GA1 Dis. Exp.	GA2 Comm	GA3 Glob. Cit.	GA4 Prof. skills	GA5 Ref. prac.	GA6 Life learn
L6	Future Leaders and Talent Management (BUS6013APP)	C	N/A	X	X	X		X	X		X						X		

**23. Summary of modules and mapped Apprenticeship Standards and Knowledge, Skills & Behaviours to proposed programme**

#	Module	Knowledge	Skills	Behaviours
1	Contemporary Business Environment (BUS4010APP)	<ul style="list-style-type: none"> <li>• K1 – Operational Strategy</li> <li>• K7 – Business Finance</li> <li>• K15 – Communication</li> </ul>		
2	Principles of Professional Practice (BUS4020APP)	<ul style="list-style-type: none"> <li>• K13 – Communication</li> <li>• K14 – Communication</li> <li>• K23 – Awareness of Self and Others</li> <li>• K24 – Awareness of Self and Others</li> <li>• K25 – Management of Self</li> </ul>	<ul style="list-style-type: none"> <li>• S15 – Communication</li> <li>• S16 – Communication</li> <li>• S25 – Developing Collaborative Relationships</li> <li>• S26 – Developing Collaborative Relationships</li> <li>• S27 – Developing Collaborative Relationships</li> <li>• S28 – Awareness of Self and Others</li> <li>• S29 – Awareness of Self and Others</li> <li>• S30 – Awareness of Self and Others</li> <li>• S31 – Management of Self</li> </ul>	<ul style="list-style-type: none"> <li>• B1 – Takes Responsibility</li> <li>• B2 – Inclusive</li> <li>• B3 – Agile</li> <li>• B4 – Professionalism</li> </ul>
3	Marketing Dynamics (BUS4011APP)	<ul style="list-style-type: none"> <li>• K9 – Sales and Marketing</li> </ul>		
4	Financial Practice for Managers (BUS4019APP)	<ul style="list-style-type: none"> <li>• K5 – Business Finance</li> <li>• K6 – Business finance</li> </ul>	<ul style="list-style-type: none"> <li>• S10 – Business Finance</li> </ul>	
5	People Management (BUS4014APP)	<ul style="list-style-type: none"> <li>• K21 – Developing Collaborative Relationships</li> <li>• K22 – Developing Collaborative Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• S18 – Leading People</li> <li>• S19 – Leading People</li> <li>• S20 – Leading People</li> <li>• S21 – Managing People</li> </ul>	

6	Digital Technology and Innovation (BUS5027APP)	<ul style="list-style-type: none"> <li>• K10 – Sales and Marketing</li> <li>• K11 – Digital Business &amp; New Technologies</li> </ul>		
7	Advanced Professional Practice (BUS5028APP)	<ul style="list-style-type: none"> <li>• K13 – Communication</li> <li>• K14 – Communication</li> <li>• K23 – Awareness of Self and Others</li> <li>• K24 – Awareness of Self and Others</li> <li>• K25 – Management of Self</li> </ul>	<ul style="list-style-type: none"> <li>• S15 – Communication</li> <li>• S16 – Communication</li> <li>• S25 – Developing Collaborative Relationships</li> <li>• S26 – Developing Collaborative Relationships</li> <li>• S27 – Developing Collaborative Relationships</li> <li>• S28 – Awareness of self and others</li> <li>• S29 – Awareness of self and others</li> <li>• S30 – Awareness of self and others</li> <li>• S31 – Management of Self</li> </ul>	<ul style="list-style-type: none"> <li>• B1 – Takes Responsibility</li> <li>• B2 – Inclusive</li> <li>• B3 – Agile</li> <li>• B4 – Professionalism</li> </ul>
8	Digital and Social Media Marketing (BUS5023APP)	<ul style="list-style-type: none"> <li>• K8 – Sales and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• S2 – Operational Strategy</li> <li>• S11 – Sales and Marketing</li> <li>• S12 – Sales and Marketing</li> <li>• S14 – Communication</li> </ul>	
9	Consumer Insights (BUS5020APP)	<ul style="list-style-type: none"> <li>• K12 – Digital Business &amp; New Technologies</li> <li>• K26 – Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>• S3 – Operational Strategy</li> <li>• S13 – Digital business &amp; New Technologies</li> </ul>	
10	Resourcing and Talent Management (BUS5018APP)	<ul style="list-style-type: none"> <li>• K1 – Operational Strategy</li> <li>• K18 – Managing People</li> <li>• K19 – Managing People</li> </ul>		

11	Project Management (BUS6018APP)	<ul style="list-style-type: none"> <li>• K1 – Operational Strategy</li> <li>• K3 – Project Management</li> <li>• K4 – Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• S5 – Project Management</li> <li>• S6 – Project Management</li> <li>• S7 – Project Management</li> </ul>	
12	Management Project (BUS6023APP)	<ul style="list-style-type: none"> <li>• K2 – Operational Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• S4 – Operational Strategy</li> <li>• S8 – Project Management</li> <li>• S9 – Project Management</li> <li>• S22 – Managing People</li> <li>• S23 – Managing People</li> <li>•</li> </ul>	
13	International Business Management (BUS6009APP)		<ul style="list-style-type: none"> <li>• S1 – Operational Strategy</li> <li>• S17 – Communication</li> </ul>	
14	Entrepreneurship and Innovation (BUS6011APP)		<ul style="list-style-type: none"> <li>• S32 – Decision Making</li> </ul>	
15	Future Leaders and Talent Management (BUS6013APP)	<ul style="list-style-type: none"> <li>• K16 – Leading People</li> <li>• K17 – Leading People</li> <li>• K20 – Managing People</li> </ul>	<ul style="list-style-type: none"> <li>• S24 – Developing Collaborative Relationships</li> </ul>	

Assessment Methods Mapping Degree Apprenticeship Standard

Module Ref	Knowledge/Skill/Behaviour Apprenticeship Standard	Covered as part of	Primary Assessment Method
K1	<b><u>K1.1 Operational Strategy</u></b> - Understand how to develop & implement organisational strategy & plans, including approaches to resource & supply chain management, workforce development, sustainability, taking & managing risk, monitoring & evaluation, & quality assurance	Contemporary Business Environment (BUS4010APP)  Resourcing and Talent Management (BUS5018APP)  Project Management (BUS6018APP)	Portfolio / CBI
K2	<b><u>K1.2 Operational Strategy</u></b> - Know how to manage change in the organisation	Management Project (BUS6023APP)	Work Based Project
K3	<b><u>K2.1 Project Management</u></b> - Know how a project moves through planning, design, development, deployment and evaluation.	Project Management (BUS6018APP)	Work Based Project
K4	<b><u>K2.2 Project Management</u></b> - Understand risk management models and reporting, risk benefit analysis and H&S implications	Project Management (BUS6018APP)	Work Based Project
K5	<b><u>K3.1 Business Finance</u></b> - Understand financial strategies, including budgets, financial management and accounting, and how to provide financial reports.	Financial Practice for Managers (BUS4019APP)	Portfolio / CBI
K6	<b><u>K3.2 Business Finance</u></b> - Understand approaches to procurement and contracting, and legal requirements.	Financial Practice for Managers (BUS4019APP)	Portfolio / CBI
K7	<b><u>K3.3 Business Finance</u></b> - Understand commercial context in an organisational setting and how these changes over time	Contemporary Business Environment (BUS4010APP)	Portfolio / CBI

K8	<b><u>K4.1 Sales and Marketing</u></b> - Know how to create marketing and sales strategies.	Digital and Social Media Marketing (BUS5023APP)	Portfolio / CBI
K9	<b><u>K4.2 Sales and Marketing</u></b> - Know how to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market.	Marketing Dynamics (BUS4011APP)	Portfolio / CBI
K10	<b><u>K4.3 Sales and Marketing</u></b> - Understand the need for innovation in product and service design.	Digital Technology and Innovation (BUS5027APP)	Portfolio / CBI
K11	<b><u>K5.1 Digital business &amp; new technologies</u></b> - Understand approaches to innovation and digital technologies and their impact on organisations, and how their application can be used for organisational improvement and development.	Digital Technology and Innovation (BUS5027APP)	Portfolio / CBI
K12	<b><u>K5.2 Digital business &amp; new technologies</u></b> - Understand innovation and digital technology's impact on data and knowledge management for analysing business decision-making.	Consumer Insights (BUS5020APP)	Portfolio / CBI
K13	<b><u>K6.1 Communication</u></b> - Understand different forms of communication (written, verbal non-verbal, digital) and how to apply them.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
K14	<b><u>K6.2 Communication</u></b> - Know how to maintain personal presence and present to large groups.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI

K15	<b><u>K6.3 Communication</u></b> - Awareness of interpersonal skills of effective listening, influencing techniques, negotiating and persuasion.	Contemporary Business Environment (BUS4010APP)	Portfolio / CBI
K16	<b><u>K7.1 Leading People</u></b> - Understand different inclusive leadership styles and models, how to develop teams and support people using coaching and mentoring approaches	Future Leaders and Talent Management (BUS6013APP)	Portfolio / CBI
K17	<b><u>K7.2 Leading People</u></b> - Understand organisational culture and diversity management.	Future Leaders and Talent Management (BUS6013APP)	Portfolio / CBI
K18	<b><u>K8.1 Managing People</u></b> - Know how to recruit, manage and develop people, using inclusive talent management approaches.	Resourcing and Talent Management (BUS5018APP)	Portfolio / CBI
K19	<b><u>K8.2 Managing People</u></b> - Know how to use HR systems and processes to ensure legal requirements, H&S, and well-being needs.	Resourcing and Talent Management (BUS5018APP)	Portfolio / CBI
K20	<b><u>K8.3 Managing People</u></b> - Know how to set goals and manage performance.	Future Leaders and Talent Management (BUS6013APP)	Portfolio / CBI
K21	<b><u>K9.1 Developing Collaborative Relationships</u></b> - Understand approaches to stakeholder, customer and supplier management, developing engagement, facilitating cross functional working and negotiation.	People Management (BUS4014APP)	Portfolio / CBI



K22	<b><u>K9.2 Developing Collaborative Relationships</u></b> - Know how to shape common purpose, as well as approaches to conflict management and dispute resolution.	People Management (BUS4014APP)	Portfolio / CBI
K23	<b><u>K10.1 Awareness of self and others</u></b> - Know how to be self-aware and recognise different learning styles.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
K24	<b><u>K10.2 Awareness of self and others</u></b> - Know how to use emotional and social intelligence, and active listening and open questioning to work effectively with others.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
K25	<b><u>K11.1 Management of Self</u></b> - Know how to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
K26	<b><u>K12.1 &amp; K12.2 Decision Making</u></b> - Know how to undertake research, data analysis, problem solving and decision-making techniques, and understand the values, ethics and governance of your organisation.	Consumer Insights (BUS5020APP)	Portfolio / CBI
S1	<b><u>S1.3 Operational Strategy</u></b> - Support the development of organisational strategies and plans.	International Business Management (BUS6009APP)	Portfolio / CBI
S2	<b><u>S1.4 Operational Strategy</u></b> - Develop and deliver operational plans; being able to set targets and KPIs, manage resources, and monitor and measure outcomes to establish operational effectiveness, efficiencies and excellence.	Digital and Social Media Marketing (BUS5023APP)	Portfolio / CBI

S3	<b><u>S1.5 Operational Strategy</u></b> - Produce reports that clearly present information and data, using a range of interpretation and analytical processes.	Consumer Insights (BUS5020APP)	Portfolio / CBI
S4	<b><u>S1.5 Operational Strategy</u></b> - Gain wide support to deliver successful outcomes.	Management Project (BUS6023APP)	Work based project
S5	<b><u>S2.3 Project Management</u></b> - Plan, organise and manage resources in order to achieve organisational goals.	Project Management (BUS6018APP)	Work based project
S6	<b><u>S2.4 Project Management</u></b> - Identify key outcomes, develop and implement plans and monitor progress, and provide reports as required.	Project Management (BUS6018APP)	Work based project
S7	<b><u>S2.5 Project Management</u></b> - Proactively identify risk and create plans for their mitigation.	Project Management (BUS6018APP)	Work based project
S8	<b><u>S2.6 Project Management</u></b> - Able to initiate, lead and drive change within the organisation, identifying barriers/challenges and how to overcome them	Management Project (BUS6023APP)	Work based project
S9	<b><u>S2.7 Project Management</u></b> - Ability to use widely recognised project management tools.	Management Project (BUS6023APP)	Work based project
S10	<b><u>S3.4 Business Finance</u></b> - Managing budgets, controlling expenditure and production of financial reports.	Financial Practice for Managers (BUS4019APP)	Portfolio / CBI
S11	<b><u>S4.4 Sales and Marketing</u></b> - Use of customer insight and analysis of data to determine and drive customer service outcomes and improve customer relationships.	Digital and Social Media Marketing (BUS5023APP)	Portfolio / CBI
S12	<b><u>S4.5 Sales and Marketing</u></b> - Creative approaches to developing solutions to meet customer need.	Digital and Social Media Marketing (BUS5023APP)	Portfolio / CBI

S13	<b>S5.3 Digital business &amp; new technologies</b> - Able to identify service/organisational improvements and opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others.	Consumer Insights (BUS5020APP)	Portfolio / CBI
S14	<b>S6.4 Communication</b> - Communicate clearly, effectively and regularly using oral, written and digital channels and platforms.	Digital and Social Media Marketing (BUS5023APP)	Portfolio / CBI
S15	<b>S6.5 Communication</b> - Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
S16	<b>S6.6 Communication</b> - Manage and chair meetings and clearly present actions and outcomes	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
S17	<b>S6.7 Communication</b> - Ability to apply influencing and persuading skills, to the dynamics and politics of personal interactions.	International Business Management (BUS6009APP)	Portfolio / CBI
S18	<b>S7.3 Leading People</b> - Able to articulate organisational purpose and values.	People Management (BUS4014APP)	Portfolio / CBI
S19	<b>S7.4 Leading People</b> - Support the creation of an inclusive, high performance work culture	People Management (BUS4014APP)	Portfolio / CBI
S20	<b>S7.5 Leading People</b> - Enable others to achieve by developing and supporting them through coaching and mentoring	People Management (BUS4014APP)	Portfolio / CBI

S21	<b>S8.4 Managing People</b> - Able to build teams, empower and motivate others to improve performance or achieve outcomes.	People Management (BUS4014APP)	Portfolio / CBI
S22	<b>S8.5 Managing People</b> - Able to delegate to others, provide clear guidance and monitor progress.	Management Project (BUS6023APP)	Portfolio / CBI
S23	<b>S8.6 Managing People</b> - Ability to set goals and accountabilities	Management Project (BUS6023APP)	Portfolio / CBI
S24	<b>S9.3 Developing Collaborative Relationships</b> - Able to build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels	Future Leaders and Talent Management (BUS6013APP)	Portfolio / CBI
S25	<b>S9.4 Developing Collaborative Relationships</b> - Able to contribute within a team environment.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Work based project
S26	<b>S9.5 Developing Collaborative Relationships</b> - Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
S27	<b>S9.6 Developing Collaborative Relationships</b> - Work collaboratively with internal and external customers and suppliers.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI

S28	<b><u>S10.3 Awareness of self and others</u></b> - Able to reflect on own performance, identifying and acting on learning and development needs	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
S29	<b><u>S10.4 Awareness of self and others</u></b> - Ability to understand impact on others.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
S30	<b><u>S10.5 Awareness of self and others</u></b> - Can manage stress and personal well-being, and confident in knowing core values and drivers.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
S31	<b><u>S11.2 Management of Self</u></b> - Able to 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.	Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
S32	<b><u>S12.3 Decision Making</u></b> - Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making.	Enterprise and Innovation (BUS6011APP)	Portfolio / CBI
B1.1	<b><u>Takes Responsibility</u></b> - Drive to achieve in all aspects of work.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI

B1.2	<b>Takes Responsibility</b> - Demonstrates resilience and determination when managing difficult situations.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B1.3	<b>Takes Responsibility</b> - Seeks new opportunities underpinned by commercial acumen and sound judgement.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B2.1	<b>Inclusive</b> - Open, approachable, authentic, and able to build trust with others.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B2.2	<b>Inclusive</b> - Seeks the views of others and values diversity internally and externally.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B3.1	<b>Agile</b> - Flexible to the needs of the organisation	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B3.2	<b>Agile</b> - Is creative, innovative and enterprising when seeking solutions to business needs	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B3.3	<b>Agile</b> - Positive and adaptable, responding well to feedback and need for change.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B3.4	<b>Agile</b> - Open to new ways of working and new management theories.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B4.1	<b>Professionalism</b> - Sets an example, and is ethical, fair, consistent and impartial.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI
B4.2	<b>Professionalism</b> - Operates within organisational values and adheres to the requirements of relevant professional bodies.	Coach led / Principles of Professional Practice (BUS4020APP) / Advanced Professional Practice (BUS5028APP)	Portfolio / CBI

## 24. End-Point Assessment

The CMDA is not an Integrated Degree Apprenticeship Programme and as such the End Point Assessment (EPA) is not undertaken by Arden University, but by an external independent EPA Organisation (EPAO). The CMI is the recommended EPAO for this programme.

CMDA EPA consists of:

Gateway requirement	EPA method 1	EPA method 2
<ul style="list-style-type: none"> <li>• Achieve English and mathematics Level 2</li> <li>• Achieve degree</li> <li>• Submit a portfolio of evidence</li> <li>• Completed work-based project</li> </ul>	<ul style="list-style-type: none"> <li>• Paper review of Portfolio &amp; work based project</li> </ul>	Live Assessment Day with a panel as – <ul style="list-style-type: none"> <li>• Project Presentation (15 mins)</li> <li>• Project Q &amp; A (15 mins)</li> <li>• CBI (45 mins)</li> </ul>