

APPRENTICESHIP LEVY

THE CHARTERED MANAGER DEGREE



**Henley**  
Business School



# Maximising your return from the Apprenticeship Levy

The Apprenticeship Levy is paid by all businesses in England with a payroll over £3 million. It can then be used to procure apprenticeship training from Henley Business School at the University of Reading or other Government-approved training providers using the Digital Apprenticeship Service.

## What it means for businesses

The Apprenticeship programme is an ambitious one which no major organisation can ignore as it will enable employers to:

- Address skills gaps and create a talent pipeline for the future
- Reskill employees and gain qualifications as the business changes with disruption
- Support social mobility by attracting and retaining people from diverse backgrounds.

EY and Henley have been adopting these benefits and supporting other organisations to do this. We have formed a partnership to focus initially on leadership with other skills disciplines to follow.

We know that one of the biggest challenges faced by businesses in enhancing productivity and growth, is the ability to develop current and future leaders. Leaders with the agility and adaptability to handle the diverse and complex challenges facing businesses today. Henley Business School and EY recognised the potential power of the levy as a strategy to power leadership development.

## A powerful collaboration

To address this challenge, Henley and EY have developed a strategic alliance. This brings together Henley's world renowned academic expertise as a triple accredited business school, with EY's experience of delivering practical transformation solutions to address clients' strategic business challenges in global industry sectors. Together we can help you to harness the potential power of the Levy. Our programmes are carefully designed to deliver enhanced capability aligned to the transformation and performance needs of your business.

## Equipping managers for the future world of work

The leader of tomorrow will need to be comfortable managing a team of people and robots, using analytics to run the business and make decisions, while communicating complex information and creating a network of internal and external advocates. Our programmes are designed to respond to these conditions and equip leaders to handle the challenges ahead.

## The Chartered Manager Degree Apprenticeship

This Level 6 Apprenticeship programme gives your employees the opportunity to undertake a world-class, undergraduate degree-level management programme that has been designed by leading business academics and practitioners and approved by Government. All funded by your Levy contributions. On completion it also offers a BA (Honours) in Applied Management.

We can deliver this programme on your premises or at one of our own facilities nationwide, or at Henley's historic Greenlands campus on the banks of the Thames. This flexibility extends to the content of the programme itself, which we approach with your organisations requirements in mind.\* Face to face learning comprises one small part of the programme. Much of our learning is designed to be carried out where students are, using our flexible online and mobile systems.

\*Closed cohorts could be delivered in your own offices





# The benefits to your employees

Through the learning, programme members have the opportunity to grow both personally and professionally developing a range of capabilities:

- Confidence that comes from self-awareness, knowledge, reflection and applied intellect – so they feel empowered to make more informed decisions and consider the impact on both society and the business's future, as much as the short term financial gain
- Curiosity to explore new possibilities and apply this thirst for knowledge to the achievement of personal and organisational success
- Understanding of the need for context in leadership and the subtle changes in approach required in different situations
- Consciousness in a need for community, so they network, and make a cognizant effort to develop their peers and themselves
- On completion your employees will have a BA (Honours) in Applied Management Degree from Henley Business School and a Level 6 Chartered Management Degree Apprenticeship
- They will become a Chartered Manager and a member of the CMI and receive the CMI Certificate in Strategic Management
- As a Henley graduate they will then belong to a 74,000 plus strong global alumni members' network, one of the most distinguished in the world.\*

\*Economist Full-Time MBA Ranking

# The benefits to your business

The Levy can be seen as an investment fund to implement strategic projects across the business:

- Helps develop business leaders who are equipped to meet business challenges and support change in your company
- Gives the learners the chance to innovate, change cultures, implement new projects and improve workplace relationships
- Focuses on time away from the business, they will learn to think intellectually and analytically in order to reach the right decisions with the support of the academics and business thinkers to test, challenge and stretch their ideas
- Can lead to improved recruitment and staff retention through the increased scope and challenge of learners roles, the investment in their development and future potential.



# Who is the CMDA programme for?

The programme is suitable for existing, new and developing managers. It is designed to enhance their effectiveness as a manager and help their careers through self-development and reflection, all underpinned by research-informed study of how organisations and their employees can be managed in changing environments. Alongside achieving the requirements of the CMDA Standard, the programme aims to develop the employees' capacity for integrated and critical awareness of organisations and their environments and to analyse and address workplace problems.

As with all our programmes it is designed to help them think with clarity and act with confidence and conviction.

Central to the programme are:

- Addressing real and current workplace challenges enabling employees to develop a creative and effective mindset to aid future decision-making
- The progressive development of personal effectiveness.

The programme provides progressive opportunities for employees to investigate organisational and managerial issues and to analyse and assess their findings. Using academic learning, they can then evaluate options which could address these challenges, and enhance their own management practices.

## Programme size and selection criteria

The degree is available as a Closed Programme for 30 – 50 employees from a single organisation or as an Open Programme where you can choose to study with a number of employees from other organisations. It is suitable for both existing and newly-recruited managers (with a minimum of 3 years' experience).

We will work with our clients to identify the groups of learners in your organisation who would be a best fit for this, but recommend you nominate those who are important to your future, have demonstrated a commitment to the organisation, and will be able to implement your strategic objectives. In addition, they should have:

- The time management skills and maturity to complete the programme
- A willingness to enhance their effectiveness and their careers through self-development.





# Course structure

## **BA (Honours) in Applied Management**

It is a 3-year programme taught and assessed by Henley Business School academic staff, with input from EY's business specialists for sector and industry issues. Delivery includes face to face time either at Henley or one of our nationwide locations and is underpinned by our online learning platform.

### **Off the job training**

To meet the requirements of an apprenticeship, learners need to spend a minimum of 20% of their time in developing off the job. A small portion of this time is taken with face to face learning, some on learning that can be carried out by learners where and when it suits them, and the large majority is spent working on a current work problem or project and doesn't have to take place out of the office. We work with you and the individual to help identify projects and assignments that are relevant to their academic learning and of most importance, are of strategic worth to your business. Work-based practice is a key component of the programme and a work based learning tutor will be in regular contact with each learner.

### **Guided self study**

Of course, participants are studying a degree level programme and as such will also need to invest some of their personal time on reflection and personal development. Guided self-study is set by Henley's academic team and may involve short webinars or reading recommended sections of core texts and relevant case studies. As well as compulsory learning, participants are given optional recommended reading and, as with all Henley Degrees, they'll have digital and physical access to the Academic Resource Centre with many references available on line. This academic rigour ensures they develop both their knowledge and understanding of the contextualised business challenges.



# Understanding the Managerial Context

15.5 days plus blended learning component

## Year 1

In year 1 the programme focuses on understanding of management concepts and principles and interpreting these within the context in which a programme member's business operates. We provide the foundational concepts and principles for effective leadership in an ever changing world.

The Introductory Orientation module prepares them for study and begins creating a cohesive community of learners. It also helps students begin to reflect on their own needs in terms of developing efficient learning practices.

## Organisations & Environment:

This module helps students to appreciate the business context, answering questions such as how are my customers and how are their needs changing? How effective is my product offer? What is happening in my business environment that will impact my business. What are the principles that underpin and drive business and marketing strategy and how can I apply them in my sector?

## Organisations & Resources:

This explores the deployment of financial and information resources by organisations to achieve value and objectives. Students are introduced to the concepts of financial management and managerial accounting. The role and impact of information and technology in the workplace will be analysed, looking at the organisation's digital platform and its use of IT in monitoring (KPIs) and planning.

It aims to help students develop an understanding of financial strategies, the impact of new ways of reporting financial information effectively including budgets, and the approaches to the provision and analysis of financial reports and their use in decision support. They will also learn how digital information determines the commercial context in an organisational setting.







### **Organisations & People:**

This aims to develop students' understanding of the concepts and principles of the management of people and how current people trends in the workforce such as digital leadership, generational differences and diversity are impacting these. Students will explore how people can be used as a resource to achieve the objectives of the organisation and also question the issues of organisational effectiveness and performance.

It aims to prepare students to reflect on themselves and others as individuals and how difference can impact engagement and performance and understand their impact on others.



### **Personal Effectiveness: Understanding Myself & Others**

Informed heavily by coaching practice and theory, students gain a better understanding of themselves and their interactions with others. It will help develop their professional presence and management skills and explore ways of forming more effective working relationships. It helps students engage with concepts around wellbeing and stress to increase resilience in the context of their studies.



### **Work-based project: Assessing Organisational Effectiveness**

The capstone module of Year 1 will require the students to work in groups to assess an element of organisational effectiveness within their own business, reviewing long term value, purpose, impact on growth and productivity and apply the learning gained during the year. In addition, they will acquire an understanding of the nature of evidence and the characteristics of valid qualitative and quantitative data.



# How do Organisations Operate?

14 days plus blended learning component

## Year 2

**In year 2, learners develop their knowledge and critical understanding of management and are encouraged to apply these by examining the way their organisations operate. They acquire a deeper understanding of strategy, marketing, financial management and reporting, and the management of human resources, operations and processes, projects, and underpinning infrastructure.**

### Products & Services:

This builds on the foundations laid in the Organisations & Environment module from year 1. It aims to develop deeper knowledge and critical understanding of strategy and marketing digital and traditional channels and the changing nature of the consumer. Students are supported to apply these skills as they scrutinise the way the organisation operates.

Students learn to analyse and propose responses to opportunities and challenges in the organisation's current markets and/or sectors within which it operates and develop and evaluate a marketing plan that contributes towards achieving strategic organisational objectives.

### Managing Key Resources:

This builds on from the Organisations & Resources module to explore the management of key resources for sustainable organisational success. Students will consider aspects of management accounting including forecasting and budgets, risk, balanced scorecard, KPIs; and financial reporting, organisational obligations, and key financial, procurement and legal functions. HR practices are examined in the context of organisational strategy with recruitment, talent management, performance management, diversity and responsible management of people also being considered.







## Operations & Infrastructure:

The management of operations in today's rapidly changing environment is a key aspect of an organisation's strategic performance. This module aims to develop deeper knowledge and critical understand of the management of operations, infrastructure and projects.

Students will develop an understanding of how to develop and implement organisational and operational strategy. They will evaluate approaches to resource and supply chain management and factors influencing the taking and managing of risk, including monitoring and evaluation and its impact on quality assurance.



## Personal Effectiveness: Leadership

Collaborative relationships are crucial in business particularly when problems are hard to define, unpredictable, changing, and where experience and knowledge of particular problems may not lead to the solution. This module explores the attitudes and skills required to take leadership responsibilities in the workplace through reflection, co-coaching, dialogue, shared leadership, adaptability and awareness of complexity.

In this module, students will deploy theory and academic concepts to explore and develop their leadership and influencing skills.



## Work-Based Project: Exploring a Challenge

This year's capstone module requires students to plan and develop a work-based project, which will apply learning from the year.

Working as individuals or groups, students will apply methods of enquiry to help that address a current challenge within their organisation, reflecting on the sufficiency of evidence to make decisions.

Students are expected to apply their project management skills and use their knowledge and awareness of how a project moves through key stages.



# Achieving Sustainable Value

14 days plus blended learning component

## Year 3

**In the final year, students deploy a systematic knowledge of management to consider how their organisation can deliver sustainable value for its stakeholders. Learners will be expected to develop and support arguments that lead to the achievement of organisational goals. They will explore how an organisation grows as well as contemporary issues such as the digital challenge and the growth of responsible businesses.**

### Organisational Growth

Students explore themes of strategy, finance, culture and change, considering how they impact on each other to promote effective growth within the organisation. It enables students to determine how an organisations' vision and mission can be informed by strategic options, organisational culture and financial decision making.

Learners will consider how their organisation should and can change to deliver sustainable value for its various stakeholders. They will explore how organisational growth and development occurs whilst being exposed to the complexity, ambiguity and uncertainty that underpin change.

### Contemporary Issues

Responsible management in today's context presents new challenges for organisational effectiveness. In this module, a range of issues and themes will be explored including sustainability, reputation management, values, ethics and the impacts on the learners organisation. The challenges of the digital age, including continuous technological development and its impact on process and people, are considered in the context of mechanisms for change.

Students will be expected to develop and support arguments relating to the achievement of organisational goals.







### **Negotiated Group Learning**

Students work as a group to agree a topic of concern to their organisation for further study and then investigate academic thinking associated with this issue. (In closed cohorts this topic can be agreed and developed with your organisation). Working in a planned, flexible and collaborative way, they will undertake a professional inquiry in a rigorous and critical manner that will further their engagement with their employer. This will enhance their development as reflective practitioners and their ability to deploy academic thinking to genuine organisational concerns.



### **Personal Effectiveness: Personal Growth & Change**

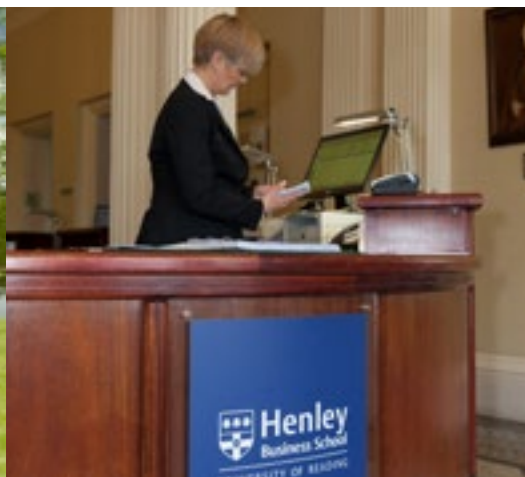
This module explores achieving personal and professional growth in a complex, ambiguous and uncertain work context through an evaluation of self in relation to stakeholder, customer and supplier management. By developing an understanding of approaches to engagement, facilitating cross functional working and negotiation, students will explore how they themselves can change as they seek to deliver organisational growth. The module also considers the particular issues associated with the leadership of change as well as personal wellbeing and resilience.



### **Work-Based Project: Organisational Change**

This final year capstone module requires students to prepare and/or undertake a workplace change intervention that can make a difference to the organisation. Through a work-based project, students will apply learning from the year and from previous years, to gain a better understanding of their organisation. The project will require students (as groups) to assess an element of organisational effectiveness that requires change.

A systematic knowledge of management will be deployed to allow students to consider organisational change. Throughout, they will be exposed to the complexity, ambiguity and uncertainty that underpin many management situations.



# The Henley experience

Our degree apprenticeships offer an innovative approach to work-based learning by combining world class thinking – led by research – with an emphasis on practical application and experiential learning.

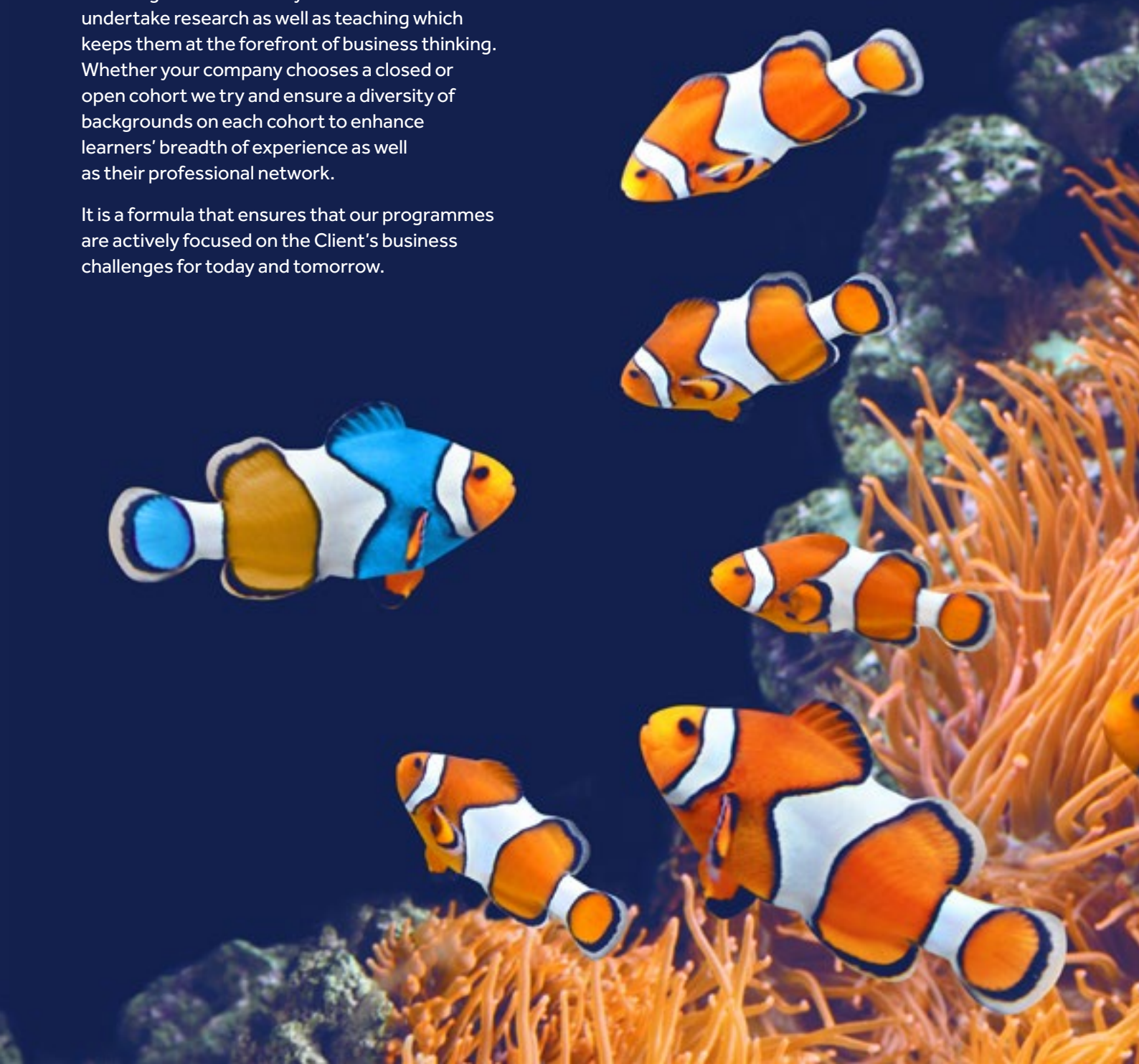
Henley has a unique heritage in executive education with over 70 years' experience. Our global standing means we are one of the elite group of business schools worldwide to have acquired triple accreditation. Henley is an international business school giving us a truly global business perspective that is highly valued by organisations around the world.

Teaching is undertaken by Academics who undertake research as well as teaching which keeps them at the forefront of business thinking. Whether your company chooses a closed or open cohort we try and ensure a diversity of backgrounds on each cohort to enhance learners' breadth of experience as well as their professional network.

It is a formula that ensures that our programmes are actively focused on the Client's business challenges for today and tomorrow.

## Henley Business School

- Over 70 years of delivering Executive Education
- Ranked in the top 25 Globally for Executive Education
- Full range of Undergraduate, Postgraduate, MBA, Doctoral and Executive Education programmes
- Triple Accredited (Equis, AMBA and AACSB)





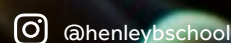
Where business comes to life

## Henley Business School

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All information is correct at time of print July 2018



### DISCLAIMER

This prospectus was issued in July 2018 and is aimed at prospective clients and / or students wishing to apply for a place at Henley Business School ("Henley"), a part of the University of Reading ("the University") and start the Level 6, Chartered Management Degree Apprenticeship, BA (Honours) in Applied Management in the September 2018 - September 2019 academic year, depending on the individual programme start date. The prospectus describes in outline the course and services offered by the University within Henley. The University makes every effort to ensure that the information provided in the prospectus is accurate and up-to-date at the time of going to press (July 2018). However, it may be necessary for the University to make some changes to the information presented in the prospectus following the publication - for example, where it is necessary, to reflect changes in practice or theory in an academic subject as a result of merging research, or if an accrediting body requires certain course content to be added or removed. To make an informed and up-to-date decision, we recommend that you check [henley.ac.uk/alevy](http://henley.ac.uk/alevy) for information. Sample modules are provided as a taster of some of the modules that may be available on this programme. The sample modules listed may be compulsory (core) or optional modules. Information is correct at the time of going to press in July 2018, but Henley cannot guarantee that a module appearing in this brochure will definitely run. Teaching or academic staff on specific courses or modules mentioned in this brochure may be subject to change. The University undertakes all reasonable steps to provide the services (including the courses) described in this prospectus. It does not, however, guarantee the provision of such services. Should industrial action or circumstances beyond the control of the University interfere with its ability to provide the services, the University undertakes all reasonable steps to minimise disruption to services.

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All courses are Henley Business School courses and are not accredited by EY. EY is not an awarding body and is not on the Education Skills Funding Agency (ESFA) register of apprenticeship training providers.

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