

Programme Specification

Award and title: BA (Hons) Management and Leadership

<i>School:</i>	York Business School
<i>Subject area:</i>	Business Management
<i>Entry from academic year:</i>	2026-27
<i>in the month(s) of</i>	September
<i>Awarding institution:</i>	York St John University
<i>Teaching institution:</i>	York St John University
<i>Delivery location:</i>	York St John University, York Campus York St John University, London Campus
<i>Programme/s accredited by:</i>	
<i>Exit awards:</i>	Certificate of Higher Education Management and Leadership Diploma of Higher Education Management and Leadership BA (Ord) Management and Leadership
<i>UCAS code / GTTR / other:</i>	Not applicable
<i>Joint Honours combinations:</i>	None
<i>QAA subject benchmark statement(s):</i>	Business and Management (2023)
<i>Mode/s of study:</i>	Full time for three years plus EPA (typically 6 months) No less than 20% of the training will take place away from the usual working environment.
<i>Language of study:</i>	English
<i>Paired with Foundation Year</i>	No
<i>Study abroad opportunities:</i>	No
<i>Opt-in YSJU Placement Year opportunity:</i>	No
<i>Excluding a year-long placement/professional experience, are there placement/field trip/work experience(s) totalling 20 days or more?</i>	No

Introduction and special features

The BA (Hons) Management and Leadership is awarded upon successful completion of the Chartered Manager Degree Apprenticeship (CMDA). The CMDA provides the opportunity to acquire academic knowledge in a supportive learning environment. You will practically apply this knowledge within your workplace, developing your knowledge, skills and behaviours further, improving your work performance and long-term career prospects.

In today's dynamic business environment, marked by contemporary, often disruptive, challenges, businesses are required to innovate, take more risks, and develop sustainable models that benefit their customers and stakeholders, and positively impact society's well-being. The BA (Hons) Management and Leadership aims

to provide a critical understanding of the management of organisations and the role of business in a modern, global society, offering the opportunity to study for a degree that considers individual development and enhances skills, behaviours, and performance, alongside fostering an understanding of how organisations operate and how skilled managers contribute to this success.

The programme aims to develop managers who can make informed and ethical decisions at both strategic and operational levels, recognising the complexity and dynamics of the wide range of contemporary organisations. The programme incorporates frameworks for reviewing, reflecting, analysing, and critiquing existing individual and real-world organisational practices, with the goal of equipping participants to make justified decisions, apply those decisions in various contexts, communicate effectively, and make integrative links between disciplines and across organisations whilst recognising the impact of the constantly evolving context.

Working alongside a recognised professional management organisation to ensure participants are equipped with profession-relevant skills for a career in managing people, the programme enables you to develop your abilities as a leader and manager. Emphasising ethical practice and social responsibility, this programme ensures that participants are aware of their impact on people, society and the environment. Our programme encourages the development of these skills, providing insight into how managers work to meet organisational objectives and manage others as part of this process.

The programme will be delivered using a blended approach, combining the benefits of in-person delivery and interactions with the flexibility of online learning. This method allows for a more adaptable learning experience, responsive to diverse learning styles and schedules while providing opportunities for networking, peer support, and hands-on practice. The programme also recognises the benefit of individual learning, allowing participants to progress at their own pace and focus on areas most relevant to their personal and professional development, with robust support available from the staff team, who are dedicated to guiding and mentoring participants throughout their learning journey.

Special Features

- On-demand learning, enabling you to access educational resources and materials at your convenience. This flexibility enables you to tailor your learning experience around your schedule, increasing understanding and application of course content.
- Face-to-face learning is complemented by a strong focus on work-based learning, facilitating a dynamic educational experience where you can directly apply academic theory to real-world organisations, including your own.
- Authentic assessment methods, offering you valuable opportunities to critically reflect on practices within your own organisations.

Admissions criteria

You must meet the minimum entry requirements which are published on the programme specific webpage. In addition, you must:

- Be 18 years or older, and ideally to have achieved a Level 3 (or equivalent) and Level 2 in English and Mathematics (or equivalents) prior to entry.
- be in full-time employment.
- Have the full support from employers prior to application for the course.

If your first language is not English, you need to take an IELTS test or an equivalent qualification accepted by the University (see <https://www.yorks.ac.uk/international/how-to-apply/english-language-requirements/>).

If you do not have traditional qualifications, you may be eligible for entry on the basis of [Recognition of prior learning \(RPL\)](#). We also consider applications for entry with advanced standing.

Functional Skills

It is a key requirement for those aged 18 or under at the start of your apprenticeship to have achieved Level 2 English and Mathematics prior to progressing through the programme Gateway to the End Point Assessment. If you cannot evidence attainment of GCSE English and Mathematics (Grade C or 4), or equivalent, prior to recruitment, you must undertake the Functional Skills test at Level 2 during the apprenticeship. This assessment will be undertaken via an external provider. You will be supported throughout the process.

You will be given a mock assessment (as an additional assessment) to identify gaps in knowledge and support needs and allocated support accordingly. This support may include 1:1 sessions; small group support; online materials and workbook activities. You will undertake a further mock assessment and when ready will be entered for the external assessment. If any further gaps are identified, further development activities will be set, and the process will continue.

Funding and support to complete Level 2 English and Mathematics is available to all apprentices, including those aged 19 or over at the start of their apprenticeship. This is discussed during the Initial Assessment, where employer and apprentice will have the opportunity to state their intentions.

Programme aim(s)

1. Prepare you to effectively demonstrate management competences, knowledge, skills, and behaviours to enhance employability and support career advancement including the development of soft skills such as critical thinking, communication, teamwork, and leadership skills to prepare you for dynamic complexities of the modern workplace.
2. Provide a work-based, challenging, integrated programme of study that equips you with a sound general knowledge of organisations, their management, and the global environments in which they operate, with opportunities to focus on aspects of management relevant to apprentice backgrounds, interests, and career aspirations through a choice of work-based project activities.
3. Enable you as a graduate to improve the quality of management decision-making, leadership, and business practice across a range of organisations and in a variety of contexts and to develop a clear understanding of diverse cultures and global issues.

Programme learning outcomes

Upon successful completion of the programme students will be able to:

Level 4

- 4.1 Describe and explain a range of relevant concepts, theories, and models to the solution of organisation and management problems.
- 4.2 Describe and identify business-based decisions in a variety of organisational contexts.
- 4.3 Demonstrate the ability to apply a range of academic and intellectual skills relevant to level four study including, information-gathering, analysis, and problem identification to management and leadership.
- 4.4 Demonstrate an awareness of individual competency requirements and professional development requirements of a manager.
- 4.5 Demonstrate the use of research skills to gather information.
- 4.6 Develop your own learning with guided support to explore a wide variety of learning resources, online materials and self-directed learning opportunities such as reflective practice and personal

development planning, demonstrating independence in own learning to explore a wide variety of learning sources and opportunities.

Level 5

- 5.1 Compare and contrast a range of relevant concepts, theories, and models to the solution of organisation and management problems.
- 5.2 Analyse and discuss tactical business-based decisions in a variety of organisational contexts.
- 5.3 Apply a range of academic and intellectual skills relevant to level five study including, information-gathering, problem-solving, analysis, and evaluation, and demonstrate an increasing criticality of theory and practice.
- 5.4 Exhibit the development and achievement of skills in relation to communication, organisation and working with others from organisational and national cultures and backgrounds.
- 5.5 Demonstrate the use of research and enquiry to further their understanding.
- 5.6 Demonstrate independence and own learning to explore a wide variety of learning resources, online materials and self-directed learning opportunities such as reflective practice and personal development planning.

Level 6

- 6.1 Apply a range of relevant concepts, theories, and models to the solution of organisation and management problems.
- 6.2 Synthesise and evaluate strategic and tactical decisions in a variety of organisational contexts.
- 6.3 Critically evaluate management thinking through an extended piece of research.
- 6.4 Demonstrate the ability to apply a range of academic and intellectual skills relevant to undergraduate level study including, information-gathering, problem-solving (incorporating creativity and innovation) and the skill to critically analyse, synthesise, and evaluate information and data to aid management decision-making.
- 6.5 Exhibit the development and achievement of skills in relation to communication, organisation and working with others from organisational and national cultures and backgrounds in a professional manner.
- 6.6 Conduct research and enquiry to further their understanding and to inform management decision making.
- 6.7 Demonstrate the use of management skills including organisational excellence, interpersonal excellence and personal effectiveness.
- 6.8 Manage learning to explore a wide variety of learning resources, online materials and self-directed learning opportunities including research projects and reflective practice, taking the lead in your development.

Programme structure

Code	Level	Title	Credits	Teaching Block	Module status	
					Compulsory (C) or optional (O)	non-compensable (NC) or compensable (X)
BMN4023M	4	The Organisation in Context	20	1	C	NC
BMN4024M	4	People in Organisations	20	1	C	NC
BMN4025M	4	Understanding Responsible Business	20	2	C	NC
BMN4026M	4	Managing Resources in Organisations	20	2	C	NC
BMN4027M	4	Personal and Professional Development	40	1,2, Year	C	NC
BMN5020M	5	The Practice of Management and Leadership	20	1	C	NC
BMN5021M	5	Managing, Leading and Developing Talent	20	1	C	NC
BMN5022M	5	Sales and Marketing Practice	20	2	C	NC
BMN5023M	5	Financial Control and Accountability	20	2	C	NC
BMN5024M	5	Developing Professional Practice	40	1, 2 Year	C	NC
BMN6041M	6	Managing Operations and Projects	20	1	C	NC
BMN6042M	6	Strategic Management and Change Leadership	20	1	C	NC
BMN6043M	6	Managing Innovation and Digital Technology	20	2	C	NC
BMN6044M	6	Effective Leadership Practice	20	2	C	NC
BMN6045M	6	Management Report	40	1, 2, Year	C	NC
BMN6046M	6	End Point Assessment	0		C	NC

Any modules that must be passed for progression or award are indicated in the table above as non-compensable. A non-compensable module is one that must be passed at the relevant level (with a mark of 40 in order to progress).

Learning, teaching and assessment

Whilst a blended approach is taken on this programme, you will be required to attend on campus, for face-to-face learning for each module. The learning is supported using a Virtual Learning Environment (VLE) called Moodle that will provide all learning materials, resources and access to additional academic and pastoral resources and services. This VLE can be accessed using mobile technology and when offline.

Throughout the programme, you will be learning in the workplace, undertaking continuous professional development, observing practice and taking part in mentoring sessions, performance reviews and building evidence of performance. You will utilise knowledge gained in the academic environment along with practical workplace experience to develop a detailed understanding of all aspects of management and leadership.

Each year (Level) is split into two teaching blocks, each consisting of 26 weeks, with two 20 credit modules being taught per block in addition to a yearlong module. (Please refer to figure 1 below.) Each block should have 10 days off the job allocation per 20 credit module. These days are made up of 6 contact days plus 4 days taken as required. This includes time to complete the summative assignment activities.

The two 20 credit modules taken in each block are designed to provide you with the opportunity to broaden knowledge in two interconnected business areas. This approach enhances the learning enabling you to see the relationships between different aspects of business, promoting a more comprehensive understanding of the subject matter.

You will also undertake a skills-based module worth 40 credits in level 4 and again in level 5. The yearlong modules will focus on your personal and career development needs. They support you in identifying your levels of competence, using a range of diagnostic tools, and to identify the level of competence you should aim to have achieved by completion each year and your apprenticeship. In level 6 the 40-credit module requires completion of a Management Project, that provides an opportunity to investigate an authentic, challenging management project within your own organisation.

Each block begins with a reading and preparation week, during this week, online resources and suggested reading materials will be available on Moodle to help you get ready for the upcoming sessions. Interactive activities will be provided to introduce the module's focus, helping you engage with the content from the outset. You will be expected to commit around 1 day per week (on average) Off the Job (OTJ) hours to your studies although this will vary to suit each individual.

In weeks 2 (York apprentices) and 3 (London apprentices), you will attend face-to-face sessions on campus for module 1. These in-person classes will offer workshop teaching and engagement opportunities, fostering collaboration and deeper understanding among peers. This schedule is repeated in weeks 7 (York apprentices) and 8 (London apprentices) to reinforce previous learning and provide new learning and resources. Module 2 is delivered in the same format as module 1 but begins 2 weeks after the first module. The plan below provides further details.

Hybrid follow-up days are scheduled for weeks 16 and 17 (for all apprentices). These sessions will help consolidate learning, address questions, and provide assignment support, ensuring you feel confident as you progress. An online supported writing retreat will be held towards the end of each module, offering a focused environment for refining their work.

This approach promotes a blend of independent study and collaborative learning, allowing apprentices to deepen their understanding while receiving personalised support throughout the module. During these follow-up days, no new material will be introduced, ensuring that time is dedicated to solidifying knowledge and skills. This structure also provides you with the opportunity to take your learning back into your organisation, apply it in practice, and reflect on your progress. This reflection time is crucial for identifying areas for further improvement and enhancing your overall development.

Figure 1: Sample Delivery Block

September	Module 1	Module 2	Yearlong Module
1	Preparation, Reading and Planning		YK/LDN Delivery
2	YK Teaching Block		
3	LDN Teaching Block	Preparation, Reading and Planning	
4		YK Teaching Block	
5		LDN Teaching Block	
6			
7	YK Teaching Block		
8	LDN Teaching Block		
9		YK Teaching Block	
10		LDN Teaching Block	
11			
12			
13			
14			
15			
January	16 Online Workshop Day YK & LDN)		YK delivery
17		Online Workshop Day (YK & LDN)	LDN Delivery
18			
19			
20			
21	Online Writing Retreat (YK & LDN)		
22		Online Writing Retreat (YK & LDN)	
23			
24			
25			
Mar	26 All assessments handed in / July Board		

YK - York Apprentices Only

LDN - London Apprentices Only

By spreading out the face-to-face delivery days, you are not overloaded with information in a short period. Instead, you will have time between sessions to reflect on what you have learned, consolidate your knowledge, and complete readings. This approach promotes deeper understanding of the material and the opportunity to apply the learning within the workplace. The time between teaching days allows you to reach out to your module tutors with any questions or concerns you might have about the material. It provides the opportunity (and time) for tutors to adjust their follow up sessions based on this feedback, ensuring that the delivery remains responsive to your needs.

Active learning is present throughout each block, and the whole year, through the scheduling of at least one key activity or session each month. Assignments are authentic and require active participation and are designed so you can complete them progressively. Regular feedback opportunities are available to keep you engaged and ensure continuous learning.

An authentic assessment strategy for the Chartered Manager Degree Apprenticeship programme has been designed to ensure that you acquire the relevant knowledge and skills at each stage of the programme. Each module includes opportunities for formative assessment and feedback, helping you refine your work before final submission. Detailed feedback on assessments will support development and continuous performance improvement throughout the programme.

You will be assigned a Work Based Learning Tutor (WBLT) who will be involved in all aspects of support provision throughout your apprenticeship. WBLTs also review initial skills scans (including individual plans for disabled students) and identify any needs emerging over the course of the apprenticeship, signposting to relevant services as deemed necessary. WBLTs will also discuss Learning Analytics or engagement behaviour (such as library use, e-resource/e-book access, assignment submissions, Moodle forum posts, Moodle quiz submissions, Moodle page views and Moodle logins). You will take part in tripartite meetings with your line manager (and mentor) and WBLT; these will be held every 10 weeks. The meetings will not be linked to teaching blocks or assessments. WBLTs support you throughout your programme, ensuring consolidation of learning in the workplace, and facilitating opportunities for experiential learning, leading to you building your portfolio of evidence for End Point Assessment, and development of the knowledge skills and behaviours of the apprenticeship standard.

You will use the University's assessment criteria to provide feedback and engage in reflective discussions on what is needed to achieve a higher grade. Additionally, you will receive ongoing feedback from both your peers and staff regarding your learning and development.

Advice will be available on further areas for research and guidance on enhancing knowledge of business and practice. The programme also offers study support, including academic writing and research skills, to boost employability and career development in the field of business.

End-point Assessment (EPA)

The end-point assessment is delivered and assessed across a zero-credit module. It is carried out by Independent Assessors from an external End Point Assessment organisation and consists of the following as set out in the Chartered Manager Degree Apprenticeship Level 6 standard:

You will undertake a Work Based Project agreed with your Organisation, that represents the skills, knowledge and behaviours in the apprenticeship standard. The project must enable you to demonstrate the application of knowledge and skills to meet the outcomes in the standard, the approach to planning and completion of the project and the application of the behaviours.

You will submit a portfolio of evidence, gathered and generated over the period of the apprenticeship which will provide evidence of your ability to apply and demonstrate management concepts. This portfolio will be reviewed by the independent assessor and will be tested against specific criteria, including knowledge, skills and behaviours from the apprenticeship standard.

The final assessment methods are on the live assessment day which consist of a 15-minute presentation which focuses on the outcome of the work-based project, demonstrating competence against set criteria. This is then followed by an interview which is designed to enable the independent assessor to ask clarifying questions they have in relation to their assessment of the work-based project and full portfolio and explore aspects of the work carried out.

All assessments must be successfully completed, usually, within a 6-month period after entering the end-point assessment period. To allow the live assessment to be booked with the end point assessment organisation, the portfolio and work-based project must be complete to be submitted alongside the evidence of Level 2 Functional Skills in Maths and English (where applicable under Skills England

regulations)confirmation of the completion of the 360 credits of the apprenticeship, and confirmation of meeting other criteria such as working and operating as a Level 6 chartered manager.

The End Point Assessment is assessed using Fail, Pass and Distinction criteria. The independent assessor will award marks based on their assessment of the portfolio, work-based project and the presentation and interview completed on the Live Assessment Day.

The overall grading of the end point assessment will not affect the overall classification for your degree; however, the degree classification and transcript will not be issued until end point assessment is completed.

Resits/retakes are governed by the policy set out in the standard and resits are determined by the End-Point Assessment Organisation (EPAO).

Successful completion of the EPA will result in the achievement of the apprenticeship standard and the BA (Hons) Management and Leadership

Progression and graduation requirements

The University's [regulations](#) for undergraduate awards apply to this programme.

Any modules that must be passed for progression or award are indicated in the Programme Structure section as non-compensable.

In addition, the following programme-specific regulations apply in respect of progression and graduation:

- This programme does not permit the option to study part time to redeem progression failure in Level 4 and 5.
- This programme does not have the option for an automatic programme restart to redeem progression failure in level 4.

Eligibility for intended University awards

Apprentices must complete all the requirements set out in the Apprenticeship Standard and assessment plan (off-the-job learning (the academic qualification), on-the-job learning and End-Point Assessment (EPA)). If apprentices on a non-integrated apprenticeship have successfully completed and passed their university credits but do not progress and attempt the EPA, they may not be eligible for a university award.

Eligibility for a BA (Ord) exit award may be applicable in the following circumstances:

- The apprentice withdraws before reaching Gateway but has successfully passed at least 300 credits (including at least 120 credits at each of Levels 4 and 5 and at least 60 credits at Level 6)
- The apprentice fails some credits at 2nd attempt and cannot progress to Gateway but has already passed at least 300 credits (including at least 120 credits at each of Levels 4 and 5 and at least 60 credits at Level 6)

Eligibility for a DipHE exit award may be applicable in the following circumstances:

- The apprentice withdraws before progressing to level 6 but has successfully passed at least 240 credits (including at least 120 credits at each of Levels 4 and 5)
- At level 6 semester 1, the apprentice fails some credit at 2nd attempt and cannot progress to semester 2, having already passed at least 240 credits (including at least 120 credits at each of Levels 4 and 5)
- At level 6 semester 2, the apprentice fails some credit at 2nd attempt and cannot progress to gateway, having already passed at least 240 credits (including at least 120 credits at each of Levels 4 and 5)

Eligibility for a CertHE exit award may be applicable in the following circumstances:

- The apprentice withdraws before progressing to level 5 but has successfully passed 120 credits at Level 4
- At level 5 semester 1, the apprentice fails some credit at 2nd attempt and cannot progress to semester 2, having already passed at least 120 credits (including 120 credits at Level 4)
- At level 5 semester 2, the apprentice fails some credit at 2nd attempt and cannot progress to level 6, having already passed at least 120 credits (including 120 credits at Level 4)

Late result modules

This programme contains the following modules, where the result of the first attempt is not known in time for the June School Assessment Panels (or equivalent level progression point for non-standard entry points). This may delay progression to the next level of study.

BMN4025M Understanding Responsible Business
 BMN4026M Managing Resources in Organisations
 BMN4027M Personal and Professional Development

BMN5022M Sales and Marketing Practice
 BMN5023M Financial Control and Accountability
 BMN5024M Developing Professional Practice

BMN6043M Managing Innovation and Digital Technology
 BMN6044M Effective Leadership Practice
 BMN6045M Management Project

Internal and external reference points

This programme specification was formulated with reference to:

- [University Mission, Culture and Values](#)
- [University 2026 Strategy](#)
- [QAA subject benchmark statements](#)
- [Frameworks for Higher Education Qualifications](#)
- [Chartered manager \(degree\) / Institute for Apprenticeships and Technical Education](#)

Date written / revised:

Programme originally approved: