

Degree Apprenticeship

Individual Portfolio of Evidence Checklist

Chartered Manager Degree Apprenticeship

BA (Hons) Business Management and Leadership (WBIS)



Centre for Work
Related Studies



University of
Chester

Apprentice Name:	Organisational Manager/Mentor:
Apprentice Learner Number:	Contact Details:
Contact Details:	Personal Academic Tutor:
Organisation:	Contact Details:



Learning Outcomes and Assessment Criteria

The learning outcomes and assessment criteria for the Chartered Manager Degree Apprenticeship have been based upon the following:

1. Government Department for Business Innovation and Skills (BIS) level 6 descriptor:
 - Critically, review, consolidate and extend a systematic and coherent body of knowledge, utilising specialized skills across an area of study;
 - Critically evaluate new concepts and evidence from a range of sources;
 - Transfer and apply diagnostic and creative skills and exercise significant judgment in a range of situations;
 - Accept accountability for determining and achieving group and/or personal outcomes.
2. Government Office for Qualifications and Regulation of Examinations (Ofqual) level 6 descriptor:

Summary	Knowledge and understanding	Application	Autonomy and accountability
<p>Achievement at level 6 reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition.</p> <p>It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgement.</p> <p>It also reflects an understanding of different perspectives, approaches or schools of thought and the theories that underpin them.</p>	<p>Refine and use practical, conceptual or technological understanding to create ways forward in contexts where there are many interacting factors.</p> <p>Critically analyse, interpret and evaluate complex information, concepts and ideas.</p> <p>Understand the context in which the area of study or work is located.</p> <p>Be aware of current developments in the area of study or work.</p> <p>Understand different perspectives, approaches or schools of thought and the theories that underpin them.</p>	<p>Address problems that have limited definition and involve many interacting factors.</p> <p>Determine, refine, adapt and use appropriate methods and skills.</p> <p>Use and, where appropriate, design relevant research and development to inform actions.</p> <p>Evaluate actions, methods and results and their implications.</p>	<p>Take responsibility for planning and developing courses of action that are capable of underpinning substantial changes or development.</p> <p>Initiate and lead tasks and processes, taking responsibility, where relevant, for the work and roles of others.</p> <p>Exercise broad autonomy and judgement.</p>

Organisational Performance – delivering a long-term purpose					
Organisational Performance – delivering a long-term purpose	Assessment criteria The candidate can:	Assessment methods	Module	Evidenced by:	Apprenticeship Co-ordinator / PAT Date added to portfolio
<p>1. Operational Strategy</p> <p>Knowledge – know and understand:</p> <p>1.1 How to develop and implement organisational strategy and plans, including approaches to resource and supply chain management, workforce development, taking and managing risk, monitoring / evaluation, quality and sustainability.</p> <p>1.2 How to manage change in the organisation.</p> <p>Skills – be able to:</p> <p>1.3 Support the development of organisational strategies and plans.</p> <p>1.4 Develop and deliver operational plans; set targets and key performance indicators, manage resources, and monitor and measure outcomes to establish operational effectiveness, efficiencies and excellence.</p> <p>1.5 Produce reports that clearly present information and data, using a range of interpretation and analytical processes.</p> <p>1.6 Gain wide support to deliver successful outcomes.</p>	<p>1.1.1 Evaluate theories of organisational strategies and review own organisation's strategy in the context of these ISS158</p> <p>1.1.2 Analyse own organisation's strategy for resource and supply chain management NELM</p> <p>1.1.3 Analyse own organisation's strategy for workforce development NELM</p> <p>1.1.4 Interpret key principles of sustainability within own organisation NELM</p> <p>1.1.5 Evaluate risk management models and review own organisation's approach to the identification and monitoring of risk IS6154</p> <p>1.1.6 Evaluate quality assurance models in the context of own organisation NELM</p> <p>1.2.1 Critically evaluate change management models ISS112</p> <p>1.2.2 Apply relevant model(s) to effectively manage substantial change in a select area of own organisation ISS112</p> <p>1.3.1 Review own organisation's strategies and plans and support further development of these ISS158</p> <p>1.4.1 Develop operational plan to include realistic, measurable targets and key performance indicators ISS158</p> <p>1.4.2 Demonstrate effective delivery of operational plan NELM & ISS158</p> <p>1.4.3 Identify and manage appropriate resources to deliver plan ISS158</p> <p>1.4.4 Accurately monitor and measure outcomes and evaluate results ISS158</p> <p>1.5.1 Construct a range of detailed management reports and analyse and interpret these NELMS</p> <p>1.6.1 Deliver successful outcomes demonstrating the effective use of wide support from a range of sources ISS158</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood and applied relevant organisational theories.</p> <p>Evidence must demonstrate that the candidate is able to apply theory to support the development, implementation and monitoring of organisational strategies and plans.</p> <p>Work-based project will be set within the context of own organisation's strategy and make efficient use of resources available.</p> <p>Interview will test knowledge and understanding of organisational strategy and the application of this.</p>	<p>IS5158 Business Strategy and Planning</p> <p>IS5112 Transition and Change Management</p> <p>IS6154 Project and Programme Management</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

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<p>2. Project Management</p> <p>Knowledge – know and understand:</p> <p>2.1 How a project moves through planning, design, development, deployment and evaluation.</p> <p>2.2 Risk management models and reporting, risk benefit analysis and health and safety implications.</p> <p>Skills – be able to:</p> <p>2.3 Plan, organise and manage resources in order to achieve organisational goals.</p> <p>2.4 Identify key outcomes, develop and implement plans and monitor progress, and provide reports as required.</p> <p>2.5 Proactively identify risk and create plans for their mitigation.</p> <p>2.6 Initiate, lead and drive change within the organisation, identifying barriers/ challenges and how to overcome them.</p> <p>2.7 Use widely recognised project management tools</p>	<p>2.1.1 Analyse the key stages of a project and demonstrate the application of these IS6154</p> <p>2.2.1 Evaluate risk management models and risk versus benefit IS6154</p> <p>2.2.2 Present methods of reporting and monitoring risk, including health and safety, and the mitigation of identified risks IS6154</p> <p>2.3.1 Exhibit the effective planning, organisation, and management of identified resources, demonstrating how this contributes to the achievement of project goals IS6154 & NELMS</p> <p>2.4.1 Identify key project outcomes, developing and implementing plans to ensure that these are achieved IS6154 & NELMS</p> <p>2.4.2 Monitor progress towards the achievement of project outcomes and produce reports that clearly demonstrate this IS6154 & NELMS</p> <p>2.5.1 Select and apply a risk management model to project, identifying and monitoring risks and actions to mitigate of these IS6154 & NELMS</p> <p>2.6.1 Initiate, lead and drive change within a specific area of own organisation, identifying barriers/ challenges and presenting strategies to overcome these IS6154 & NELMS</p> <p>2.7.1 Demonstrate the successful use of project management tools IS6154, IS4002 & NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood the project management process and has successfully applied this to produce positive outcomes.</p> <p>Work-based project will follow the principles of project management as appropriate.</p> <p>Interview will test knowledge and understanding of project management and how the candidate has applied this to achieve successful outcomes.</p>	<p>IS4002 Skills and Approaches</p> <p>IS6154 Project and Programme Management</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

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<p>3. Business Finance Knowledge</p> <p>Knowledge – know and understand:</p> <p>3.1 Financial strategies, including budgets, financial management and accounting, and how to provide financial reports.</p> <p>3.2 Approaches to procurement and contracting, and legal requirements.</p> <p>3.3 Commercial context in an organisational setting and how this changes over time.</p> <p>Skills – be able to:</p> <p>3.4 Manage budgets, control expenditure and produce financial reports.</p>	<p>3.1.1 Evaluate the importance of strategic financial management in relation to the organisational strategy IS5270</p> <p>3.1.2 Assess the key elements of financial planning and review IS5270</p> <p>3.1.3 Create and analyse financial reports IS5270</p> <p>3.2.1 Evaluate the use of procurement and contracting and analyse their use within the context of own organisation NELMS</p> <p>3.2.3 Assess the legal requirements around procurement and contracting and how to comply with these NELMS</p> <p>3.3.1 Assess the commercial context that own organisation operates within IS4153</p> <p>3.4.1 Identify how a budget can be produced taking into account financial constraints and achievement of targets, legal requirements and accounting conventions IS5270</p> <p>3.4.2 Demonstrate competent management of a budget ensuring control over expenditure in accordance with targets IS5270</p> <p>3.4.3 Access financial data, assess its validity and produce clear financial reports that analyse data and draw conclusions. IS5270</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has an understanding of financial management, is able to apply this and analyse financial data and draw conclusions.</p> <p>Work-based project will include financial considerations as appropriate.</p> <p>Interview will test knowledge and understanding of business finance and how this has been effectively utilised by the candidate.</p>	<p>IS5270 Finance for Non-Financial Managers</p> <p>IS4153 The Organisational Environment</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

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<p>4. Sales and Marketing</p> <p>Knowledge – know and understand:</p> <p>4.1 How to create marketing and sales strategies.</p> <p>4.2 How to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market.</p> <p>4.3 The need for innovation in product and service design.</p> <p>Skills – be able to:</p> <p>4.4 Use customer insight and analysis of data to determine and drive customer service outcomes and improve customer relationships.</p> <p>4.5 Use creative approaches to developing solutions to meet customer need.</p>	<p>4.1.1 Evaluate sales and marketing theories to inform strategy IS4225</p> <p>4.1.2 Assess methods for setting sales and marketing objectives IS4225</p> <p>4.1.3 Explain methods for applying and monitoring the implementation of a sales and marketing plan IS4225</p> <p>4.2.1 Critically evaluate types of market segmentation and apply to own organisation's customer base IS4225</p> <p>4.2.2 Analyse segments in relation to own organisation and propose a strategy to assist targeting IS4225</p> <p>4.3.1 Explain the importance of innovation in product and design IS4225, NELMS</p> <p>4.3.2 Analyse approaches to innovation employed by own organisation making recommendations as appropriate IS4225, NELMS</p> <p>4.4.1 Analyse sources of information for customer insight and data IS4225, IS5271</p> <p>4.4.2 Demonstrate use of customer insight and data to determine and drive customer service outcomes and improve customer relationships IS4225, IS5271</p> <p>4.5.1 Demonstrate use of creative approaches in developing a range of solutions to meet customer needs and review the effectiveness of these. IS4225, IS5271</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood sales and marketing theories and methods, and is able to analyse and use data to meet customer needs.</p> <p>Work-based project will consider sales and marketing as appropriate.</p> <p>Interview will test knowledge and understanding of sales and marketing and how the candidate has applied this to achieve beneficial results.</p>	<p>IS4225 Practical Marketing Communication</p> <p>IS5271 Digital Business and New Technology</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

Interpersonal Excellence – leading people and developing collaborative relationships					
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<p>5. Digital business and new technologies</p> <p>Knowledge – know and understand:</p> <p>5.1 Approaches to innovation and digital technologies and their impact on organisations, and how their application can forge organisational improvement / development.</p> <p>5.2 Innovation and digital technology's impact on data and knowledge management for analysing business decision-making.</p> <p>Skills – be able to:</p> <p>5.3 Identify service/ organisational improvements and opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others.</p>	<p>5.1.1 Critically evaluate the impact of innovation and digital technologies on organisation's IS5271</p> <p>5.1.2 Evaluate the use of these for organisational development IS5271</p> <p>5.1.3 Review the use of innovation and digital technologies in own organisation and make recommendations for improvement IS5271</p> <p>5.2.1 Analyse the impact of innovation and digital technologies on data and knowledge management IS5271</p> <p>5.2.2 Demonstrate how this can be utilised for making business decisions IS5271</p> <p>5.3.1 Demonstrate the use of qualitative and quantitative analysis of information to identify service/ organisational improvements and opportunities for innovation and growth IS5271</p> <p>5.3.2 Analyse information and data to benchmark against others IS5271</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood the use of innovation and digital technologies and the use of data and knowledge management.</p> <p>Work-based project will include innovation and digital technologies as appropriate.</p> <p>Interview will test knowledge and understanding of the application of innovation, digital technologies, data and knowledge management to business.</p>	IS5271 Digital Business and New Technology	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

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<p>6. Communication Knowledge</p> <p>Knowledge – know and understand:</p> <p>6.1 Different forms of communication (written, verbal non-verbal, digital) and how to apply them.</p> <p>6.2 How to maintain personal presence and present to large groups.</p> <p>6.3 Interpersonal skills awareness including effective listening, influencing techniques, negotiating and persuasion.</p> <p>Skills - be able to:</p> <p>6.4 Communicate clearly, effectively and regularly using oral, written and digital channels and platforms.</p> <p>6.5 Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate.</p> <p>6.6 Manage and chair meetings and clearly present actions and outcomes.</p> <p>6.7 Apply influencing and persuading skills, to the dynamics and politics of personal interactions.</p>	<p>6.1.1 Evaluate different types of communication and the application of these analyse their strengths and weaknesses in different contexts IS4001, IS6134, NELMS</p> <p>6.2.1 Determine how to maintain personal presence IS4001, NELMS</p> <p>6.2.2 Prepare and present successfully to large groups IS4001, NELMS</p> <p>6.3.1 Analyse own interpersonal skills and take responsibility to further develop of these IS4001, NELMS</p> <p>6.4.1 Show effective and appropriate use of all forms of communication IS4001, NELMS</p> <p>6.5.1 Use active listening and open questioning to structure conversations and discussions and demonstrate the use of these to challenge others when appropriate IS4001, IS6134, NELMS</p> <p>6.6.1 Demonstrate confident and effective chairing of meetings including preparation and follow up IS4001, IS6134, NELMS</p> <p>6.7.1 Effectively apply influencing and persuading skills to the dynamics and politics of personal interactions. IS4001, IS6134, NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate is able to use all forms of communication appropriately and effectively, and demonstrate high level interpersonal skills in a variety of contexts.</p> <p>Work-based project will be well structured and demonstrate good written presentation skills.</p> <p>Interview will review the candidate's communication style and their ability to influence and negotiate.</p>	IS4001 Self Review IS6134 Emotional Intelligence IS4011 IS5017 IS6017 NELMS	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

Interpersonal Excellence – leading people and developing collaborative relationships					
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<p>7. Leading People Knowledge</p> <p>Knowledge – know and understand:</p> <p>7.1 Different inclusive leadership styles and models, how to develop teams and support people using coaching and mentoring approaches.</p> <p>7.2 Organisational culture and diversity management.</p> <p>Skills – be able to:</p> <p>7.3 Articulate organisational purpose and values.</p> <p>7.4 Support the creation of an inclusive, high performance work culture.</p> <p>7.5 Enable others to achieve by developing and supporting them through coaching and mentoring.</p>	<p>7.1.1 Evaluate a range of leadership styles and models to include inclusive leadership IS6118</p> <p>7.1.2 Know own leadership style and how to adapt to situations IS6118</p> <p>7.1.3 Evaluate the use of coaching and mentoring approaches to supporting people and developing teams IS6118, NELMS</p> <p>7.2.1 Evaluate types of organisational culture and how these are created IS4133, IS6134, IS6118</p> <p>7.2.2 Explain diversity management and review approach in own organisation IS4133, IS6134, IS6118, NELMS</p> <p>7.3.1 Explain purpose and values and analyse how effectively these are communicated and articulated in own organisation IS4133</p> <p>7.4.1 Take actions that support the creation of an inclusive work culture IS4133, IS6118</p> <p>7.4.2 Take actions that support the creation of an high performance work culture IS4133, IS6118, IS6124</p> <p>7.5.1 Enable others to achieve by developing and supporting them through coaching and mentoring IS6118</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood the impact of leadership on culture and is able to lead and coach people.</p> <p>Work-based project will include leading people as appropriate.</p> <p>Interview will test knowledge and understanding of leadership and own leadership style, how this can be used to affect performance.</p>	<p>IS6134 Emotional Intelligence</p> <p>IS4133 Managing People</p> <p>IS6118 Managing and Leading People</p> <p>IS6124 Delivering Results</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

Interpersonal Excellence – leading people and developing collaborative relationships					
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<p>8. Managing People</p> <p>Knowledge – know and understand:</p> <p>8.1 How to recruit, manage and develop people, using inclusive talent management approaches.</p> <p>8.2 How to use HR systems and processes to ensure legal requirements, health and safety, and well-being needs.</p> <p>8.3 How to set goals and manage performance.</p> <p>Skills – be able to:</p> <p>8.4 Build teams, empower and motivate others to improve performance or achieve outcomes.</p> <p>8.5 Delegate to others, provide clear guidance and monitor progress.</p> <p>8.6 Set goals and accountabilities.</p>	<p>8.1.1 Explain recruitment strategies and review the effectiveness of own organisation's strategy IS4133</p> <p>8.1.2 Examine inclusive talent management approaches and how this can be used to recruit, manage, and develop people IS6118</p> <p>8.1.3 Analyse the use of inclusive talent management within own organisation IS4133, IS6118</p> <p>8.2.1 Discuss the use of HR systems and processes to ensure legal requirements, health and safety, and well-being needs are met IS4133</p> <p>8.3.1 Critically evaluate goal setting theories and models IS4133</p> <p>8.3.2 Set realistic achievable goals for others, monitoring and managing progress towards these IS4133, IS6118</p> <p>8.4.1 Demonstrate successful team building skills to significantly empower and motivate others IS4133, IS6118, IS6124</p> <p>8.5.1 Identify and delegate tasks to others, demonstrating the provision of clear guidance and the effective monitoring of progress to achieve positive results IS4133, IS6118, IS6124, NELMS</p> <p>8.6.1 Set realistic goals for others and ensure accountability IS4133, IS6124</p>	<p>Portfolio will include evidence obtained using a range of assessment methods that the candidate has understood and can apply inclusive approaches to recruitment and management to meet organisational needs.</p> <p>Work-based project will include managing people as appropriate.</p> <p>Interview will test knowledge and understanding of people management.</p>	<p>IS4133 Managing People</p> <p>IS6118 Managing and Leading People</p> <p>IS6124 Delivering Results</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

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<p>9. Developing Collaborative Relationships</p> <p>Knowledge – know and understand:</p> <p>9.1 Approaches to stakeholder, customer and supplier engagement and management, developing engagement, facilitating cross functional working and negotiation.</p> <p>9.2 How to shape common purpose, as well as approaches to conflict management and dispute resolution.</p> <p>Skills – be able to:</p> <p>9.3 Build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels.</p> <p>9.4 Contribute within a team environment.</p> <p>9.5 Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback.</p> <p>9.6 Work collaboratively with internal and external customers and suppliers.</p>	<p>9.1.1 Describe the principles of stakeholder, customer and supplier engagement and management IS6124</p> <p>9.1.2 Analyse stakeholder, customer and supplier engagement and management in own organisation and identify strategies for improvement IS6124</p> <p>9.1.3 Explain the benefits and challenges of cross-functional working and apply this method of working to deliver positive results IS6124</p> <p>9.1.4 Evaluate negotiation strategies and practice these IS6124, IS5512, NELMS</p> <p>9.2.1 Explain methods for shaping common purpose IS6124, IS5512</p> <p>9.2.2 Evaluate models of conflict management and resolution and successfully apply these IS6124, IS6134, IS6118</p> <p>9.3.1 Develop and maintain networks and relationships IS6124, IS6118, NELMS</p> <p>9.3.2 Build rapport and trust, demonstrating how this takes place with all people including those from different cultures, backgrounds and levels IS6124, IS6118, IS6134, NELMS</p> <p>9.4.1 Demonstrate useful contributions to a team environment IS6124, IS6118</p> <p>9.5.1 Demonstrate effective negotiation and influencing skills IS6124, IS6118, IS6134</p> <p>9.5.2 Manage difficult conversations and give constructive feedback IS6118, IS6134</p> <p>9.6.1 Demonstrate collaborative working with internal customers IS6124, IS6118</p> <p>9.6.2 Demonstrate collaborative working with external customers and suppliers IS6124, NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood collaborative relationships and has put these into practice.</p> <p>Work-based project will include collaborative relationships as appropriate.</p> <p>Interview will test knowledge and understanding of developing and sustaining collaborative relationships.</p>	<p>IS5512 Transition and Change Management</p> <p>IS6118 Managing and Leading People</p> <p>IS6124 Delivering Results</p> <p>IS6134 Emotional Intelligence</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

Personal Effectiveness and Managing Self					
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<p>10. Awareness of self and others Knowledge</p> <p>Knowledge – know and understand:</p> <p>10.1 How to be self-aware and recognise different learning styles.</p> <p>10.2 How to use emotional and social intelligence, and active listening and open questioning to work effectively with others.</p> <p>Skills – be able to:</p> <p>10.3 Reflect on own performance, identifying and acting on learning and development needs.</p> <p>10.4 Understand impact on others.</p> <p>10.5 Manage stress and personal well-being, being confident in knowing core values and drivers.</p>	<p>10.1.1 Evaluate theories of learning styles and apply to self and others IS4001</p> <p>10.2.1 Evaluate models of emotional intelligence and their use in the workplace IS6134</p> <p>10.2.2 Evaluate the concept of social intelligence and its use in the workplace IS6134</p> <p>10.2.3 Explain the importance of active listening and open questioning and demonstrate their uses in working with others IS4001, IS6134, NELMS</p> <p>10.3.1 Analyse own performance, identifying learning and development needs IS4001</p> <p>10.3.2 Devise and implement strategies to address learning and development needs IS4001</p> <p>10.4.1 Explain factors that influence impact on others, both positive and negative, and demonstrate a positive impact on others IS4001, IS6134, NELMS</p> <p>10.5.1 Determine and apply stress management techniques in the workplace to ensure personal well-being IS4001, IS6134, NELMS</p> <p>10.5.2 Demonstrate confidence in knowledge of core values and reflect these in own performance. IS4001, IS6134, NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate is aware of self and others has plans for self-development that will enhance impact.</p> <p>Work-based project will demonstrate effective management of self as appropriate.</p> <p>Interview will test the candidate's self-awareness, impact upon others, and strategies for development of self.</p>	<p>IS4001 Self Review</p> <p>IS6134 Emotional Intelligence</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

Personal Effectiveness and Managing Self					
Learning outcome/ outcome required The candidate will:	Assessment criteria The candidate can:	Assessment methods	Module	Evidenced by:	PAT Date added to portfolio
<p>11. Management of Self Knowledge</p> <p>Knowledge – know and understand:</p> <p>11.1 How to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes.</p> <p>Skills – be able to:</p> <p>11.2 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.</p>	<p>11.1.1 Assess a broad range of techniques for managing time IS4001, NELMS</p> <p>11.1.2 Review own time management skills and create and implement strategies to improve IS4001, NELMS</p> <p>11.1.3 Evaluate goal setting theories and models IS4001, NELMS</p> <p>11.1.4 Set achievable goals/ objectives for self and monitor progress towards these IS4001, IS4002, NELMS</p> <p>11.2.1 Demonstrate use of time management techniques and tools IS4001, IS4002, NELMS</p> <p>11.2.2 Effectively manage own workload to achieve objectives IS4001, IS4002, NELMS</p> <p>11.2.3 Align personal development objectives to the organisational strategy IS4001, IS5158, NELMS</p> <p>11.2.4 Demonstrate on-going commitment to personal development IS4001, NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate can effectively manage self and demonstrated plans for self-improvement.</p> <p>Work-based project will demonstrate effective management of self to complete this.</p> <p>Interview will test the candidate's management of self including self-development, and plans to maintain on-going CPD.</p>	<p>IS4001 Self Review</p> <p>IS4002 Skills and Approaches</p> <p>IS5158 Business Strategy and Planning</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p>	
<p>12. Decision Making</p> <p>Knowledge – know and understand:</p> <p>12.1 How to undertake research, data analysis, problem solving and decision-making techniques.</p> <p>12.2 The values, ethics and governance of your organisation.</p> <p>Skills – be able to:</p> <p>12.3 Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making.</p>	<p>12.1.1 Critically evaluate research methods and the types of data generated IS4001, IS4002, NELMS</p> <p>12.1.2 Analyse complex data and draw sensible conclusions IS4001, IS4002, NELMS</p> <p>12.1.3 Evaluate and apply problem solving techniques IS4001, IS4002, NELMS</p> <p>12.1.4 Evaluate and apply decision making techniques IS4001, IS4002, NELMS</p> <p>12.2.1 Describe and evaluate the values and ethics of your organisation IS4153, NELMS</p> <p>12.2.2 Review the impact of the governance of your organisation in terms of the decision making process IS4153, NELMS</p> <p>12.3.1 Demonstrate the use of evidence based tools to solve problems IS4002, NELMS</p> <p>12.3.2 Demonstrate the consistent use of critical analysis, synthesis and evaluation to support decision making IS4002, NELMS</p> <p>12.3.3 Use ethical approaches in problem solving and decision making IS4002, NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate is able to use strategies to solve problems and make decisions.</p> <p>Work-based project problem demonstrates factors affecting problem solving and decision making as appropriate.</p> <p>Interview will test knowledge and understanding of decision making and how the candidate utilises information to inform this.</p>	<p>IS4001 Self Review</p> <p>IS4002 Skills and Approaches</p> <p>IS4153 The Organisational Environment</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	

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Learning outcome/ outcome required The candidate will:	Assessment criteria The candidate can:	Assessment methods	Module	Evidenced by:	PAT Date added to portfolio
<p>Takes responsibility</p> <ul style="list-style-type: none"> Drive to achieve in all aspects of work Demonstrates resilience and determination when managing difficult situations Seeks new opportunities underpinned by commercial acumen and sound judgement. 	<p>Continually developing and maintaining professional knowledge and competence IS4001, NELMS, APPRAISALS, 360 DEGREE FEEDBACK, PERSONAL LOG</p> <p>Upholds the reputation of the profession and the institute IS4001, NELMS, APPRAISALS, 360 DEGREE FEEDBACK, PERSONAL LOG</p>	<p>Portfolio will include evidence obtained using a range of assessment methods 360 degree feedback from others to show that the candidate has demonstrated these behaviours.</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours.</p>	<p>IS4001 Self Review</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	
<p>Inclusive</p> <ul style="list-style-type: none"> Open, approachable, authentic, and able to build trust with others Seeks the views of others and values diversity internally and externally. 	<p>Creates a positive impact on society IS4001, NELMS</p> <p>Respecting the people with whom you work IS4001, NELMS, IS6118, IS6134</p>	<p>Portfolio will include evidence obtained using a range of assessment methods including 360 degree feedback from others to show that the candidate has demonstrated these behaviours.</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours.</p>	<p>IS4001 Self Review</p> <p>IS6118 Managing and Leading People</p> <p>IS6134 Emotional Intelligence</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	
<p>Agile</p> <ul style="list-style-type: none"> Flexible to the needs of the organisation Is creative, innovative and enterprising when seeking solutions to business needs Positive and adaptable, responding well to feedback and need for change Open to new ways of working and new management theories 	<p>Behaves in an open, honest and trustworthy manner IS4001, NELMS</p> <p>Acts in the best interest of organisation, customers, clients and/or partners IS4001, IS6124, NELMS</p> <p>Upholds the reputation of the profession and the institute IS4001, NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods including 360 degree feedback from others to show that the candidate has demonstrated these behaviours.</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours.</p>	<p>IS4001 Self Review</p> <p>IS6124 Delivering Results</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	
<p>Professionalism</p> <ul style="list-style-type: none"> Sets an example, and is ethical, fair, consistent and impartial Operates within organisational values and adheres to the CMI's Professional Code of Conduct and Practice. (http://www.managers.org.uk/policies/code-of-conduct-and-practice). 	<p>Behaves in an open, honest and trustworthy manner IS4001, NELMS</p> <p>Acts in the best interest of organisation, customers, clients and/or partners IS4001, IS6124, NELMS</p> <p>Upholds the reputation of the profession and the institute IS4001, NELMS</p>	<p>Portfolio will include evidence obtained using a range of assessment methods including 360 degree feedback from others to show that the candidate has demonstrated these behaviours.</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours.</p>	<p>IS4001 Self Review</p> <p>IS6124 Delivering Results</p> <p>IS4011</p> <p>IS5017</p> <p>IS6017</p> <p>NELMS</p>	<p>Assignment</p> <p>Reflective Essay</p> <p>Presentation</p> <p>360 documents</p> <p>Learning log</p> <p>Employer</p> <p>Other</p>	



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All correspondence will be directed to the most appropriate member of the team and answered as promptly as possible.

The administration of this Degree Apprenticeship is managed by the:

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