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YORK  
ST JOHN  
UNIVERSITY

# The Senior Leaders Apprenticeship

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## Welcome from the Dean of York Business School

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On behalf of everyone at York Business School I would like to welcome you to our innovative Senior Leaders Apprenticeship programme, accredited by the Chartered Management Institute (CMI).

Our degree apprenticeships are a great way to enhance the skills of your current workforce and recruit new and exciting talent. They combine practical opportunities with academic rigour.

This level 7 programme in leadership excellence is offered at both our York and London campuses and develops strategic and global leadership skills for those shaping the performance, long-term vision and growth of organisations. This programme is designed to accelerate the progression of experienced managers and functional specialists and nurture leadership talent.

York Business School is a signatory of the UN Global Compact Initiative: Principles for Responsible Management Education. We are also a member of the Prince of Wales's Charity Business. This is reflected in the thoughtful way we approach teaching and research.

We all really look forward to supporting you on your learning journey with us.

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



# Introducing: York Business School at York St John University

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## York St John University

- At the forefront of teaching and education for over 175 years.
- A leading university for widening access to Higher Education.
- An established provider of undergraduate, postgraduate and professional development opportunities.

## York Business School (YBS)

Progressive, innovative and international in our outlook, we put our students at the centre of everything we do. We are:

- An accredited CMI provider
- A PRME signatory
- A member of Business in the Community

We take responsible business practice seriously.

## Our Values

York Business School is founded upon 5 core values:

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

## The York Business School Mission

Transforming individuals to enhance their capacity and capability to make a difference in society, by building and sustaining a learning community through teaching, research and enterprise of the highest standard.



# What is a Degree Apprenticeship?

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## A new way to develop your workforce.

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

A degree apprenticeship combines full-time paid work and part-time university study to offer candidates the opportunity to gain a full Bachelor's or Master's Degree while participating in practical, on-the-job training.

Candidates study using whichever flexible study method suits their employer's needs - whether that's distance learning, blended learning or block mode learning (where the apprentice takes a period of full-time study away from their full-time work).

The qualification is similar to the higher apprenticeship, and degree apprentices hold full-time employment status rather than student status. However, while higher apprentices have the option to gain a Master's level qualification, university study is a mandatory part of degree level apprenticeships.

### When you finish this apprenticeship you will receive:

- Postgraduate Diploma in Business Administration
- Level 7 Senior Leader Apprenticeship
- Ability to register as a Chartered Manager or Chartered Fellow with the Chartered Management Institute (CMI).
- Ability to register as a Fellow with The Institute of Leadership and Management (TILM).

## What is the apprenticeship levy and how does it work?

The apprenticeship levy is part of a government plan to increase the quantity and quality of apprenticeships.

As an employer you will have been paying the apprenticeship levy every month since April 2017 if you:

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

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

The levy helps to deliver new apprenticeships and supports quality training by putting employers at the heart of the system.

## Co-investment

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

Thankfully the with previous complexities of apprenticeship funding have been replaced with a simple and clear model, whereby the government pays 90% of the cost (up to the maximum limit of the funding band for that apprenticeship), with businesses picking up only the remaining 10%.

## Why invest in an apprenticeship as an employee?

- Earn while you learn with no need for a student loan – your fees are paid by the government and your employer.
- Achieve a nationally recognised qualification and gain professional accreditation or membership.
- Develop your career and increase your earning potential.
- Make connections with people in your chosen industry.
- Uncover new opportunities for career progression.
- Achieve your ambitions in the workplace - Statistics from the Department for Education show that 90% of apprentices surveyed felt they had gained skills or knowledge appropriate for their area of work as well as transferable skills.
- No loans.
- Study debt free.
- Study at any age.

## Why invest in an apprenticeship as an employer?

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



# The Senior Leaders Apprenticeship Level 7

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Dedicated to developing principled, innovative global leaders who generate ideas that advance management practice and transform the future.

Embarking on this highly innovative Senior Leaders Apprenticeship programme will enable you to:

- Demonstrate in-depth, specialist knowledge and mastery of techniques relevant to the study of opportunities and challenges of business management.
- Demonstrate a systematic, integrated and critically aware understanding of business management, leadership, and team working.
- Formulate a critical awareness of current issues in business management informed by contemporary research and practice.
- Extrapolate information critically and creatively utilising appropriate decision-making techniques in order to extract meaning and understanding, solve problems, and identify and evaluate options in a world of uncertainty and imperfect information.
- Demonstrate an advanced and critical understanding of concepts, information and techniques informed by knowledge at the forefront of the study of contemporary business issues within the context of society.
- Critically reflect and evaluate management, leadership and team working skills and take a proactive, independent and self-reflective role in working and developing professional relationships with others.
- Demonstrate a deep knowledge and critical understanding of organisations, context and response to changes in the global business environment.
- To develop a critical, reflective and integrated understanding of self in the context of business and your own professional practice as a responsible leader or manager.

“Our Senior Leaders Apprenticeship has been designed to allow learners to gain a critical understanding of management knowledge, on which effective leadership and problem solving skills can be developed in accordance with York St John’s proud tradition of social justice and impact.”

*Dr Brendan Paddison,*  
Associate Dean







## The York Business School Senior Leaders Apprenticeship

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The Senior Leaders Apprenticeship has been designed to support your career progression, preparing you to successfully carry out senior strategic roles or to build your own business.

You will study with a cohort of experienced professionals drawn from a range of industries, building your network and giving you insights into best practice. You will explore issues that have significant impact within organisations by working with others and building on both personal individual experiences and comparing and contrasting with those of cohort members. In addition you will be able to apply the knowledge and skills you develop during the programme immediately in the workplace. You will carry out projects and assignments designed to help you apply the theories, tools and techniques you learn.

You will develop a critical understanding of the issues relating to business and management, which will enhance your ability to maximise individual and organisational potential. The Senior Leaders Apprenticeship brings together contemporary academic theory and research with a practical understanding of activities within organisations. This will be developed by enabling you to share knowledge, relate this to theories developed from relevant research, and learning by practical application.

This programme has been designed to meet the requirements of the Level 7 Senior Leader's Apprenticeship. Subject to eligibility, your organisation may be able to use their apprenticeship levy to cover the costs of this course.

**You will study with a cohort of experienced professionals, building your network and giving you insights into best practice internationally.**

# What will I study?

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York St John University have developed a programme that helps you respond to the competitive, challenging global business environment.

Studying at York St John University's York or London campuses, you will learn:

- How to innovative, take more risks and develop sustainable business models which serve customers and impact positively on society's well-being.
- How to strategically manage and develop your organisation.
- How to develop your personal skills as a manager and tailor your learning to your own organisation's needs.
- The programme is divided into four modules consisting of intensive face-to-face workshops, virtual learning, coaching and independent study.

## The modules you will study:

### Executive Perspectives on Innovation, Change and Leadership

This module develops a critical understanding of leadership, innovation and change, including a critical analysis of the leadership of innovation and change in different contexts.

The impact of disruptive technologies that challenge traditional business methods and practices will be explored, alongside new ways of working across infrastructure, processes, people, culture and sustainability.

Using your own experience of leadership, innovation and change, you will be encouraged to ask questions and think critically, developing your interpersonal skills and applying core leadership techniques to persuade others and drive change.

### Organisational Design and Strategic Thinking

This module examines why 'strategy' is critical, exploring strategic development, strategic management and how to develop sound strategy in a complex environment.

The interfaces between strategy and the internal and external environments in which an organisation operates in will be explored.

You will also learn about why innovation is so important to strategic management, considering the highly complex and turbulent environments in which most private and public sector organisations currently exist and focusing on real world issues, products and systems.

### Strategic Resource Management

This module focuses on developing a critical understanding of how resources are managed, deployed and allocated to achieve sustainable competitive advantage for organisations. We focus on two main resources: financial and human.

By studying the theoretical concepts underpinning resource development and deployment - such as human capital development, change management, motivational theories, learning organisations, financial methods, short and long term decision making and budgeting - students will

develop the financial accounting skills that executives need to communicate company results and make accounting choices. This includes interpreting management information, such as management accounts and ration analysis and exploring differences in reporting practices.

Participants will also consider strategic workforce planning, including talent management and workforce design, to enable the development of frameworks for leading a team effectively to reach shared goals.

### Enterprise and Entrepreneurship

This module provides a critical understanding of the concept and practice of entrepreneurship and entrepreneurial behaviour in modern society, organisations, communities and individuals.

It develops insight into contemporary thinking about 'entrepreneurs' and 'entrepreneurship' in different cultural and organisational contexts. The module introduces the fundamentals of entrepreneurship along with small business theory and practice.

Students develop the knowledge of how to manage the entrepreneurial task environment, particularly in terms of managing networks and relationships, and risk management.

Students gain an understanding of the types and characteristics of small firms, how entrepreneurs approach opportunities, the outcomes of this activity and the challenges inherent in starting up and running a new enterprise.

Students gain both the academic and practical experiences necessary to address contemporary global problems and challenges. Our teaching team is committed to ensuring students achieve their ambitions and are fully supported on their learning journey.

*Dr Brendan Paddison, Associate Dean*



## The Executive MBA

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Once you have successfully completed your apprenticeship, you have the opportunity to continue your studies at York St John University and gain the full Executive MBA award by completing a fifth module: Executive Professional Development through Reflective Practice.

This is a 60-credit module and will require approximately 6 months further study - free of charge - following completion of the apprenticeship and End Point Assessment.

This is not a standard qualification contained within the apprenticeship, so York St John is offering this exclusively to those students who complete their Level 7 apprenticeship with us. It would be at the employer's discretion as to whether this was completed on or off-the-job.





## How will I study?

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### Learning tailored to you

Our long-standing and extensive experience of customising programmes means we can offer the option of closed cohorts for clients wishing to develop the management and leadership skills of entire groups of employees (15 people minimum).

Unlike a traditional degree, an apprenticeship is focused on work-based learning. The Senior Leader apprentices will study alongside their leadership roles, with 20% off-the-job development (6 hours minimum)

Our tutor-supported virtual learning environment provides a platform to work and study flexibly from anywhere in the world at times that suit your organisational needs. This also means that travel costs and expenses are minimised.

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

**Through work-based learning, online resources and collaboration with your colleagues and peers, you'll find the study methods that work best for you.**

### Assessment

You will be assessed through a range of coursework which will be tailored to meet your organisational objectives and fulfil your business needs so that everything you do is driven by your work based learning and is relevant to you. Also, when you finish the apprenticeship, there is a final review process which includes presenting a portfolio of work-based evidence and a panel interview, for you to achieve your professional CMI status.

### Location

The Senior Leaders Apprenticeship is offered at both our main University Campus in the centre of York and our London Campus, located at the Export Building at East India Dock.

### 2023 Entry Dates

York Campus (Lord Mayors Walk)  
September 2023

London Campus (Export Building)  
September 2023

## Support

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As well as receiving account management support from our dedicated apprenticeships team, you will also be allocated with the following:

### An Academic Advisor:

Facilitates learning within the knowledge of modules at each stage of the qualification through personalised tuition, student support and feedback.

**A Work-Based Learning Tutor:** Monitors engagement, academic progress and the development of the apprentice's Knowledge, Skills and Behaviours (KSBs) from the apprenticeship standard.

The Work Based Learning Tutor will meet with the apprentice, the apprentice's line manager and the apprentice's work-based mentor at regular intervals in tripartite meetings to address the apprentice's progress and identify opportunities for further development.

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

- 24-hour global access to 'Moodle' our virtual learning environment full of your course resources and more
- Use of the University sports facilities, including gym, fitness classes and our brand new £3.8 million sports facilities at Haxby Road playing fields
- Full access to the YSJ library 24 hours a day
- Membership of our Student Union which has over 60 sports clubs and societies to get involved with
- Access to the wide range of academic and wellbeing support from our University Student Support Team - you can find out more via our Vacancies page: [www.yorks.ac.uk/study/degree-apprenticeships/degree-apprenticeship-vacancies/](http://www.yorks.ac.uk/study/degree-apprenticeships/degree-apprenticeship-vacancies/)

**We have a strong track record of supporting students from all walks of life, so we understand how to help you balance your professional and personal commitments.**

## Who can apply?

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The Senior Leaders Apprenticeship is aimed at Directors and Senior Managers in the private, public or third sectors.

Specific job roles may include: CFO, CEO, Executive Director, Assistant Director, Heads of Department, Senior Managers and Leaders, senior armed forces or police officers, and senior civil servants.

The programme is designed for professional managers who take lead responsibility for people, projects, operations and/or services to deliver long term organisational success.

*\*York St John University in exceptional cases reserve the right to interview applicants directly to help clarify their eligibility, as appropriate. When this is the case, interviews would normally be conducted virtually.*

All applicants for an apprenticeship need to be employed by an organisation who has confirmed they will support their participation in the programme.

## Entry requirements

It is a requirement for all apprentices to have the equivalent of a GCSE grade C/4 or above in Maths and English before their End Point Assessment process begins. For most of our apprenticeships we support this on programme. However, due to the short length and demanding nature of this programme we ask that Senior Leader Apprenticeship applicants get these qualifications prior to onboarding with us.

You can do this through any local or online adult learning provider, and courses are fully funded for eligible candidates. We use Runway training, who offer a very flexible approach and can deliver all their teaching online at a pace that suits your needs.

In addition, you must have:

- A Bachelor's degree or equivalent, achieved at Class 2:2 or above, from an approved University or Institution and
- Current or recent work experience (within the last three years) appropriate to enable you to contribute to the programme







## The Senior Leaders Apprenticeship Level 7

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