CHOOSE THE RIGHT PROGRAMME FOR YOUR TALENT.

Leadership and management programme guide
Our leadership and management programmes.

We focus on helping your managers develop the skills to progress through different levels of management (first line, middle and senior/exec).

Our programmes are aimed at building and enhancing the capabilities of your current and aspiring managers. They will challenge each learner through professional coaching and training that develops the core skills needed to be a successful leader in a fast-changing digital environment.

The success of the programme is measured not only by the skills they gain, but by the impact they have on your organisation.

In today’s increasingly competitive and constantly changing world, it’s your people that will keep you ahead. Your talent is an asset with limitless potential, and harnessing it is the key to future growth.

Graham Gaddes CEO
BPP Education Group

To book on a leadership and management programme contact us today
03300 603 100
bpp.com

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## Our apprenticeship programmes.

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<th>Programme</th>
<th>Duration</th>
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<tr>
<td>Foundation</td>
<td>Level 3 CMI Management Diploma</td>
<td>16 months</td>
<td>✓</td>
<td>First time Line Manager</td>
</tr>
<tr>
<td>Core</td>
<td>Level 5 CMI Leadership Programme</td>
<td>15 months</td>
<td>✓</td>
<td>Experienced Managers</td>
</tr>
<tr>
<td>Strategic</td>
<td>Level 6 Chartered Manager Degree Apprenticeship</td>
<td>48 months</td>
<td>✓</td>
<td>Heads of Department/Senior Leaders</td>
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<tr>
<td></td>
<td>Level 7 MSc Applied Data Analytics</td>
<td>24 months</td>
<td>✓</td>
<td>Experienced Managers Heads of Department/Senior Leaders</td>
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### What does the programme cover?

**Level 3 CMI Management Diploma**
- Principles of Management and Leadership
- Contributing to the Delivery of a Project
- Managing Daily Activities to Achieve Results
- Managing a Team to Achieve Results
- Managing Budgets and Resources
- Building Stakeholder Relationships Using Effective Communication
- Managing Data and Information
- Managing Own Personal and Professional Development

**Level 5 CMI Leadership Programme**
- Personal Effectiveness
- Corporate Synergy
- Modern Leadership
- Dynamic Operations
- Driving Organisational Performance
- Financial Intelligence

**Level 6 Chartered Manager Degree Apprenticeship**
- Business Principles
- Introduction to Management
- Communication Skills for Managers
- Marketing for Managers
- Stakeholder Relationships
- Managing People
- Applied Project Management
- Digital Business and New Technologies
- Business Finance for Managers
- Applied Operations Management
- Leadership in Practice
- Global Perspectives on Management
- Strategic Management
- Corporate Governance and Risk
- Business Report Management
- Futures Change and Innovation Management
- Data Analysis and Decision-Making

**Level 7 MSc Applied Data Analytics**
- Principles and Ethics of Data Analytics
- Digital Transformation and Change Management
- Modelling, Visualisation and Machine Learning
- Big Data, Analytics and Cloud Computing
- Digital Leadership in the Age of Transformation
- Professional Consulting Technology Strategy and Management
Level 3 CMI Management Diploma

What does this programme offer to your employees?
This programme aims to build the capabilities of your current or aspiring managers. They will benefit from professional coaching and training that develops the core skills to be a successful team leader and manager in a fast-changing digital environment.

The success of this programme is not just measured by the skills your managers develop, but more about the impact they can have in your organisation. It is aimed at team leaders, supervisors and managers who are committed to developing their skills and knowledge.

On completion, your new managers will have achieved professional accreditation through demonstrating they have acquired and applied the skills needed to be effective managers.

What will your employees learn?
- How to adopt a proactive approach to developing skills that improve processes – such as planning and quality assurance
- How to manage priorities and individual time pressures while showing initiative
- Key decision-making skills
- How to effectively deal with a range of stakeholders and communicate with different audiences
- How to use relevant project management principles and tools to scope, plan, monitor and report on small-scale projects
- How to become more confident as a manager and have a positive impact on your organisation’s productivity
- Development Coaches will help your managers understand their weaknesses and how to overcome challenges, while building on individual strengths

How is this programme delivered to your employees?
- Eight modules which each feature two online classroom live workshops, e-learning that includes videos, e-text and case studies delivered on the BPP learning platform. Your employees are asked to complete a work-based activity for each module using the knowledge they have learnt
- Telephone or video calls with a dedicated Coach that review the work completed
- Two hours per week for learners to review online content and complete tasks for each module
- Six hours a week for your employees to put the new learning into practice (e.g. budgeting, project management, presentations, one-to-one feedback)

Additional support for your employees
- Guidance from expert tutors who have practical experience in the fields they teach
- One-to-one sessions with a professional Coach to help them consider how their learning has been applied
- Four face-to-face workshops that develop skills and build relationships with peers and mentors related to the programme
- Access to a Virtual Learning Environment that features your employees’ qualification content, additional learning resources and step-by-step support

Duration
16 months

Qualification achieved
Awarded CMI Level 3 Diploma in First Line Management

Entry requirements
Set by individual employers. Your employees must be in a role relevant to this programme to be eligible to apply. Applicants will be asked to provide evidence of current English and maths qualifications during the application process.

Cost
This programme is funded through your Apprenticeship Levy.
How is the programme structured?
This 16-month programme consists of eight modules studied over 13 months, with the final three months spent completing the final assessment set by the CMI.

Module 1  
Principles of Management and Leadership  
Understanding a range of management styles and how to apply them in the workplace  
Managing a multi-generational workforce  
Managing performance  
Coaching and development  
Diversity and inclusion

Module 2  
Contributing to the delivery of a project  
Understanding the principles of a range of tools and methods  
Prince2/AGILE/LEAN/Six Sigma/Kaizen  
The project lifecycle  
Managing project stakeholders  
Communication and engagement in a project environment

Module 3  
Managing daily activities to achieve results  
Report writing  
Analysing data  
Being creative and innovative  
Problem solving  
Managing change

Module 4  
Managing a team to achieve results  
Creating high performing teams  
Motivation and engagement  
Managing conflict and difficult conversations  
Organisational values and behaviours  
Managing remote teams

Module 5  
Managing budgets and resources  
Budget management/forecasting  
Balance sheets  
P&L  
Managing different types of resources – costs/staff  
Managing risk  
Organisational governance and compliance  
Managing multiple priorities/time management and strategies

Module 6  
Building stakeholder relationships using effective communication  
Understanding how to manage and influence a range of stakeholders  
Analysing stakeholders using a variety of tools  
Using data and insight to influence decision-making  
Employee engagement and the importance of vision and strategy  
Utilising a range of communication channels  
Diversity and Inclusion

Module 7  
Managing data and information  
Understand why organisations collect data and information  
Sources of primary and secondary data  
The types and use of quantitative and qualitative data  
The legal and organisational requirements for managing data and information  
A range of methods for managing and interpreting data and information  
The advantages and disadvantages of tools used to communicate findings to a target audience

Module 8  
Managing own personal and professional development  
Understanding self  
Emotional intelligence  
Inclusivity and unconscious bias  
Learning styles  
Managing feedback

Progression upon completion
On completion of the programme, your newly trained managers will achieve Associate Chartered Manager professional status with the CMI.
Level 5 CMI Leadership Programme

What does this programme offer to your employees?
The BPP Level 5 Leadership programme is a professional development programme aimed at building and enhancing the capabilities of your core management. The programme will stretch and challenge them through professional one-to-one coaching and technical training to develop the core skills required for a senior manager in an increasingly digital environment.

While the demands of being a manager can be strenuous, there are several exciting challenges that benefit your managers and your organisation. This programme offers progress for employees working in any sector, towards your business interests.

Upon completion of the course your managers will gain CMI Chartered Manager Status alongside CMI membership (MCMI) – provided they have three years’ experience in a management role.

What will your employees learn?
• How to understand their individual impact, and how it makes a difference to their teams, through a reflective approach
• An agile approach to communication, negotiation, influencing and collaborative working
• How to convey a corporate vision while developing, building and supporting high performance working
• Understand methods to align operations to strategy, maximising opportunities and mitigating barriers to organisational success
• Organisational financial management and commercial awareness
• How to manage resources and projects to achieve results
• How to become more confident as a manager and have a positive impact on your organisation’s productivity
• Development Coaches will help your managers understand their weaknesses and how to overcome challenges, while building on individual strengths

How is this programme delivered to your employees?
• Six modules which each feature two online classroom live workshops, e-learning that includes videos, e-text and case studies delivered on the BPP learning platform. Your employees are asked to complete a work-based activity for each module using the knowledge they have learnt
• Telephone or video calls with a dedicated Coach that review the work completed
• Two hours per week for learners to review online content and complete tasks for each module
• Six hours a week for your employees to put the new learning into practice (e.g. budgeting, project management, presentations, one-to-one feedback)

Additional support for your employees
• Guidance from expert tutors who have practical experience in the fields they teach
• One-to-one sessions with a professional Coach to help them consider how their learning has been applied
• Four face-to-face workshops that develop skills and build relationships with peers and mentors related to the programme
• Access to a Virtual Learning Environment that features your employees’ qualification content, additional learning resources and step-by-step support

Entry requirements
Set by individual employers. Your employees must be in a role relevant to this programme to be eligible to apply. Applicants will be asked to provide evidence of current English and maths qualifications during the application process.

Qualification achieved
CMI Chartered Manager status

Cost
This programme is funded through your Apprenticeship Levy.

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How is the programme structured?
This 15-month programme consists of six modules studied over 12 months, with the final three months spent completing the final assessment set by the CMI.

Module 1
Personal effectiveness
- Continuous personal and professional development
- Reflective practice in personal development
- Evaluation of individual performance in the workplace and development needs for current and future roles
- Personal development plans with measurable objectives
- Creating a learning culture
- Self-awareness and emotional intelligence

Module 2
Corporate synergy
- Stakeholder relationships
- Collaborative working and negotiation techniques
- Managing conflict in stakeholder engagement
- Measuring the impact of stakeholder engagement on organisational performance
- Interpersonal skills
- Powerful communication strategies in a digital environment
- Interdisciplinary skills

Module 3
Modern leadership
- Practical application of theoretical management and leadership models
- Developing high performing teams
- Strategies for managing and leading team leaders, multiple and remote teams and high performing teams
- Techniques for assessing current and future team capabilities and requirements
- Coaching and mentoring models to support team development
- Methods to monitor, manage and motivate individuals and teams
- Decentralised leadership
- Digital capabilities

Module 4
Dynamic operations
- Organisation’s strategic objectives
- Operational planning
- Legal, organisational and ethical factors of operational planning
- Alignment of operational plans with organisational objectives and KPIs
- Managing and leading the delivery of an operational plan

Module 5
Driving organisational performance
- Leading change in organisations in a people centric way
- Role of projects in delivering organisational strategy
- Effective project management
- Digital revolution - influences which impact efficiency and effectiveness
- Customer/client outcomes
- Culture
- Managing performance and outcomes
- Problem solving and productivity
- Change management, empathy, creativity
- Innovation and risk taking

Module 6
Financial intelligence
- Relationship between the financial function and other functional areas within organisations
- Impact of financial objectives on decision-making within organisations
- Budget setting approaches used by organisations
- Formulation and justification of a budget
- Specify corrective actions to be taken in response to budgetary variance
- Reporting procedures for authorising corrective actions to a budget
- Creating value for money
- Resource management including environmental care

Progression upon completion
On completion of the programme, your newly trained managers will achieve Chartered Manager professional status with the CMI – provided they have three or more years of managerial experience. Any employees with less than three years managerial experience will achieve Foundation Chartered Manager professional status.
Level 6 Chartered Manager Degree Apprenticeship

**Duration**
48 months

**Qualification achieved**
BSc (Hons) Applied Management awarded by BPP University

**Entry requirements**
Set by individual employers. Your employees must be in a role relevant to this programme to be eligible to apply. Applicants will be asked to provide evidence of current English and maths qualifications during the application process.

**Cost**
This programme is funded through your Apprenticeship Levy.

What does this programme offer to your employees?
Management is a broad term that offers an exciting challenge for employees who choose to pursue it. Expertise in this discipline can apply to any sector, giving your employees flexibility across a range of business areas.

This programme gives your current managers the essential grounding in business areas that are fundamental to all organisations. The intellectual and practical skills that are developed will increase confidence and knowledge in managers throughout your organisation – including how to approach a challenging range of key business issues from a manager’s perspective and achieving goals.

This programme is also accredited by the Chartered Management Institute (CMI).

What will your employees learn?
- How to develop and implement organisational strategy and plans
- Understanding of resource and supply chain management, workforce development, sustainability, taking and managing risk, monitoring and evaluation, and quality assurance
- Different approaches to financial management, procurement, contracting and legal requirements
- Understanding how data analytics and big data can enable sound decision-making
- Relationship management techniques with internal and external stakeholders
- How to build self-awareness skills and strengthen capabilities of individuals and teams

How is this programme delivered to your employees?
- 17 modules which each feature two online classroom live workshops, e-learning that includes videos, e-text and case studies delivered on the BPP learning platform. Your employees are asked to complete a work-based activity for each module using the knowledge they have learnt
- Telephone or video calls with a dedicated Coach that review the work completed
- Two hours per week for learners to review online content and complete tasks for each module
- Six hours a week for your employees to put the new learning into practice (e.g. budgeting, project management, presentations, one-to-one feedback)

Additional support for your employees
- Guidance from expert tutors who have practical experience in the fields they teach
- One-to-one sessions with a professional Coach to help them consider how their learning has been applied
- Four face-to-face workshops that develop skills and build relationships with peers and mentors related to the programme
- Access to a Virtual Learning Environment that features your employees’ qualification content, additional learning resources and step-by-step support
How is the programme structured?
This 48-month programme consists of 17 modules studied over 45 months, with the final three months spent completing the final assessment set by the CMI.

Chartered Manager modules include:
- Business Principles
- Introduction to Management
- Communication Skills for Managers
- Marketing for Managers
- Stakeholder Relationships
- Managing People
- Applied Project Management
- Digital Business and New Technologies
- Business Finance for Managers
- Applied Operations Management
- Leadership in Practice
- Global Perspectives on Management
- Strategic Management
- Corporate Governance and Risk
- Business Report Management
- Futures Change and Innovation Management
- Data Analysis and Decision-Making

Progression upon completion
This programme is accredited by the Chartered Management Institute (CMI). On completion of the programme, your employees will be eligible for CMI Affiliate Member status – demonstrating their ability as a resourceful, forward-thinking manager, while being an asset to your business.
Level 7 MSc Applied Data Analytics

What does this programme offer to your employees?
Aligned to the Digital and Technology Solutions Specialist Level 7 Apprenticeship, this programme is ideal for ambitious and dynamic individuals looking to make a difference and deliver business transformation in your organisation. This is achieved by applying data science methodologies to predict the certainty of a situation, detecting signals, trends and correlations in data. This can add tangible value to your business by identifying strategic solutions for stakeholders at all levels to action.

While this programme is aimed at your data professionals, having the technical skills or working within a data role is not a pre-requisite as this is developed over the duration of the programme. This programme is suitable for anyone, including managers and leaders, who work extensively with data.

Your employees will gain a deeper understanding of more advanced technologies, such as machine learning and automation, and how this can solve business problems and also present future opportunities.

What will your employees learn?
• How to carry out research that is both creative and original
• Statistics and probability for building analytical models
• Configuring, writing and structuring code
• Data analysis using code libraries
• How to discover insights from data to inform decision-making
• Data exploration and visualisation
• Applied techniques of data mining and machine learning
• How to make data driven decisions
• What it takes to lead the way through the digital revolution
• How to deliver a technology plan which meets strategic goals

How is this programme delivered to your employees?
• Eight modules which each feature two online classroom live workshops, e-learning that includes videos, e-text and case studies delivered on the BPP learning platform. Your employees are asked to complete a work-based activity for each module using the knowledge they have learnt
• Telephone or video calls with a dedicated Coach that review the work completed
• Two hours per week for learners to review online content and complete tasks for each module
• Six hours a week for your employees to put the new learning into practice (e.g. budgeting, project management, presentations, one-to-one feedback)

Additional support for your employees
• Guidance from expert tutors who have practical experience in the fields they teach
• One-to-one sessions with a professional Coach to help them consider how their learning has been applied
• Four face-to-face workshops that develop skills and build relationships with peers and mentors related to the programme
• Access to a Virtual Learning Environment that features your employees’ qualification content, additional learning resources and step-by-step support

Duration
24 months

Qualification achieved
Master of Science in Applied Data Analytics awarded by BPP University

Entry requirements
Set by individual employers. Your employees must be in a role relevant to this programme to be eligible to apply. Applicants will be asked to provide evidence of current English and maths qualifications during the application process.

Cost
This programme is funded through your Apprenticeship Levy.

Calendar-alt
Duration
24 months

Graduation-cap
Qualification achieved
Master of Science in Applied Data Analytics awarded by BPP University

List-ul
Entry requirements
Set by individual employers. Your employees must be in a role relevant to this programme to be eligible to apply. Applicants will be asked to provide evidence of current English and maths qualifications during the application process.

Cost
This programme is funded through your Apprenticeship Levy.

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• One-to-one sessions with a professional Coach to help them consider how their learning has been applied
• Four face-to-face workshops that develop skills and build relationships with peers and mentors related to the programme
• Access to a Virtual Learning Environment that features your employees’ qualification content, additional learning resources and step-by-step support

Calendar-alt
Duration
24 months

Graduation-cap
Qualification achieved
Master of Science in Applied Data Analytics awarded by BPP University

List-ul
Entry requirements
Set by individual employers. Your employees must be in a role relevant to this programme to be eligible to apply. Applicants will be asked to provide evidence of current English and maths qualifications during the application process.

Cost
This programme is funded through your Apprenticeship Levy.
How is the programme structured?
This 24-month programme consists of eight modules studied over 18 months, with the final six months spent completing a data analytics project/capstone project.

MSc Applied Data Analytics modules include:

- Programming for Data Analytics (15 credits)
- Emerging Technology (15 credits)
- Big Data, Analytics and Cloud Computing (15 credits)
- Modelling and Visualisations (15 credits)
- Machine Learning Tools (15 credits)
- Empowering Automation (15 credits)
- Leading and Managing Digital Change (30 credits)
- Data Analytics Project (60 credits)

Frequently asked questions.

What are the main benefits of a management development programme to employees?
Your managers will become more confident and have a positive impact on your organisation’s productivity. Our management programmes are focused on the personal development of your employees. Our Coaches will help your leaders to understand their weaknesses and overcome any challenges they face while building on their strengths.

What are the benefits to your business?
Great people managers are vital to ensuring the success of your workforce. Right from the start of the employee journey, managers can make a huge difference from a commercial perspective. Recruiting the right people, managing performance, coaching and development, managing teams and financial and risk management are fundamental to the employee experience and intrinsic to the growth and employee value proposition of your organisation.

What do your employees have to do?
Your employees, or in this case managers, will attend online sessions for each of their modules and study e-learning content on the BPP learning platform, including videos, e-text and case studies. They will need to complete a work-based activity for each module that requires the application of knowledge in the workplace. This is discussed further with their Coach, along with other development points, during one-to-one sessions.

What is the time commitment?
Employees will need to prepare and spend one hour per month with a Coach, typically via telephone or video conference. They will also need to spend two hours per week attending workshops, reviewing BPP online content and carrying out the assigned tasks for each module. During the week, employees would spend six hours a week putting their new learning into practice through activities such as budgeting, project management, presentations, one-to-one feedback, etc.
Our short courses.

Equip your employees with the perfect balance of hard technical skills and soft communication skills. This helps them, and you, reach new levels of productivity, value and growth.

Our range of short courses are created with direct input from clients to address the most significant and pressing skills gaps.

**Short courses**

- Introduction to Management and Leadership for Professionals
- Management Course Stages 1 and 2
- First Time Manager
- How to Become an Effective Team Leader
- Leading Change
- Managing and Motivating People
- Managing Virtual Teams
- Coaching and Mentoring
- Managing Mental Health Issues in the Workplace
- Trust Based Leadership
- Confident Decision-Making
- Assertiveness
- Influencing Skills
- Presentation Skills
- Negotiation Skills
- Coping in a High Pressured Environment
- Financial Awareness
- Finance for Non-finance Managers – Essentials and Advanced
- Big Data and Analytics Fundamentals
- Advanced Data and Audit Analytics
- Issues in Big Data and Artificial Intelligence
- Digital Innovation, Entrepreneurship and Disruption