

The Henley MBA

Your MBA journey begins

Embark on a life-changing and career-enhancing experience

These days the choice of MBAs is extensive.

As you seek out which MBA is best for you, it is important to choose one that meets not only your professional goals and personal aspirations but one that delivers to you as an individual.

It's not just about what the MBA can bring to your career, it is about the new thinking and skills that you learn and how they can broaden your horizons.

The Henley MBA is an intense and rewarding experience. It is challenging, stimulating and relevant. In many instances it is life-changing.

Embark on the Henley MBA and you will encounter an enriching experience that will provide you with new outlooks that will shape your decisions and actions throughout your life.

Welcome to the Henley MBA. Your MBA.



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'I AM A FIRM BELIEVER IN THE HENLEY MBA PROGRAMME. I HAVE REALLY ENJOYED THE STUDYING AND THE LEARNING. I APPRECIATE THE SELF-REFLECTION, ALTHOUGH AT TIMES IT HASN'T BEEN EASY, AND I BELIEVE THAT FOR ANYONE WHO WANTS TO ACHIEVE MORE IN THEIR CAREER, THEN THE HENLEY MBA IS A MUST.'

MARION SHORT, THE HENLEY MBA BY FLEXIBLE LEARNING, NEW ZEALAND

Why the Henley MBA?

Reflection

Resilience

Responsibility



Reputation

The Henley MBA is recognised worldwide as one of the leading business and management qualifications.

Established in 1945, Henley Business School was the first management school in the UK and one of the first in Europe focused on the development of leaders.

Henley is now one of the world's only business schools to have a unique mix of expertise in financial markets, real estate, international business and leadership development.

Ranked amongst the world's top business schools, Henley Business School is one of an elite group of schools to hold triple-accredited status from UK, European and US accreditation bodies.



'I chose Henley not only because of its international reputation and triple accreditation, but because of its flexible programmes and international support network. Critical factors for my professional and personal ambitions.'

Maria Whipple-Trautman,
The Henley MBA by Flexible Learning, USA



Reflection Resilience Responsibility

The Henley MBA is designed for you, the experienced manager, leveraging the knowledge and perspectives you bring from around the world and from every industry.

The success of the Henley MBA programme lies in Henley's strength in identifying leadership potential and talent in managers. We ensure that you reflect on your learning journey and develop true resilience as a business leader who is attuned to responsible business practice.

Reflection

Our campus in Henley enjoys a stunning location on the banks of the River Thames in Oxfordshire, among 30 acres of beautiful parkland. The environment is perfect for quiet reflection as well as stimulating debate with other developing business minds. At Henley we give you the space required to stretch your mind and think outside of your normal sphere of operation.

Resilience

Henley's person-centred learning style will enable you to analyse how you respond in tough situations and how you work with others. By nurturing your sense of self and your self-awareness through self-development activities, you will acquire a resilience that empowers you to act decisively and collaboratively – drawing on your own strengths and those of your fellow programme members to play to your best advantage.

Responsibility

Responsibility impacts on three levels. Firstly, learning how to take on personal responsibility and lead effectively in challenging environments and uncertain times. Secondly, understanding the impact and importance of responsible business practice at an organisational level. Finally, Henley's holistic approach will develop you as an individual to make you a better leader, sensitive to key business issues and emerging business trends – as well as to the challenges of the wider community.

Cherie
Source
Ability - Big Case
Financials
assumption for Vodafone
that Consumer
ing model
IMPLEMENTATION product

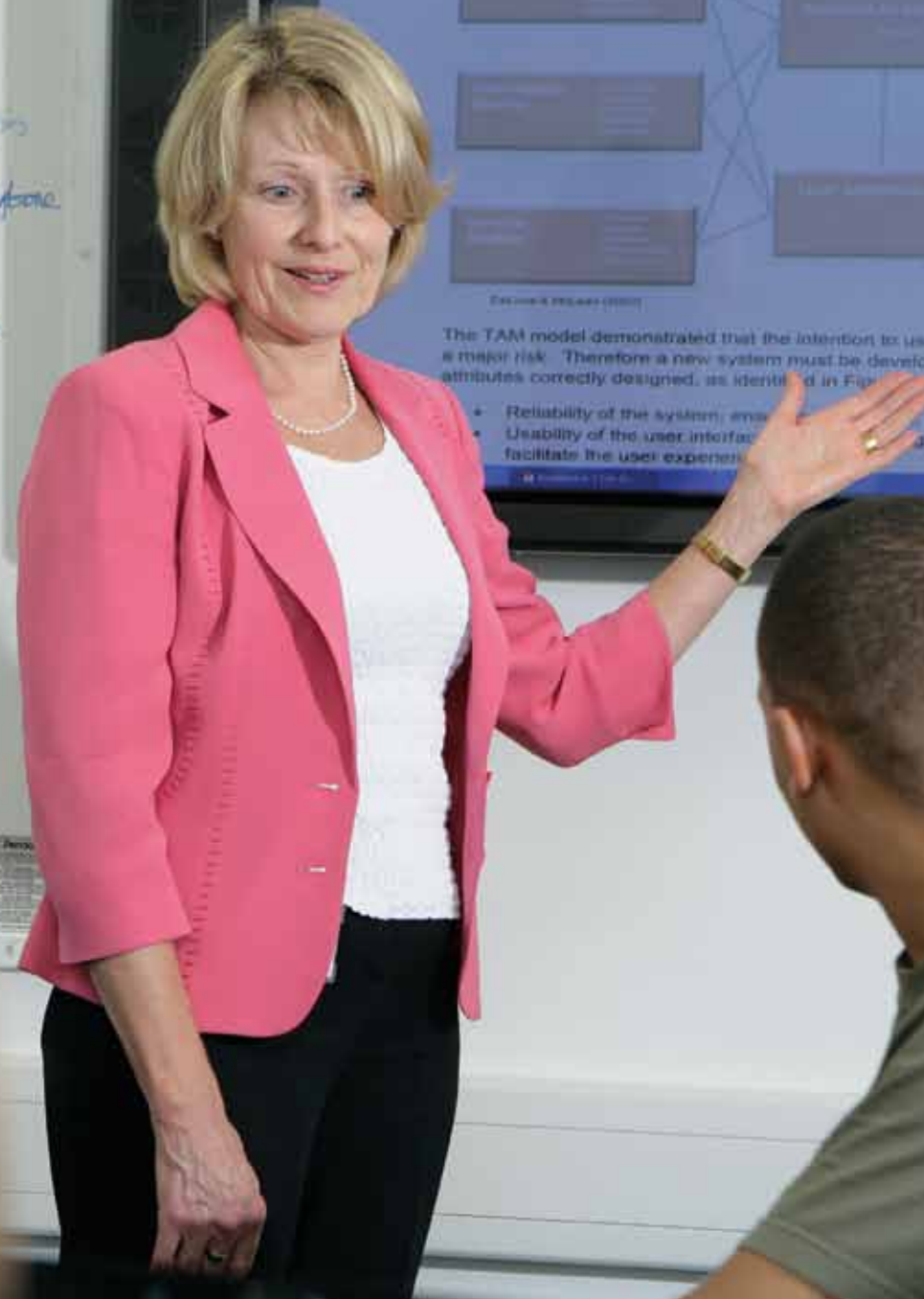


Figure 8 The DeLone and McLean Model



The TAM model demonstrated that the intention to use the existing approvals process is at a major risk. Therefore a new system must be developed which has the following key system attributes correctly designed, as identified in Figure 8 The DeLone and McLean Model.

- Reliability of the system; ensure...
- Usability of the user interface; facilitate the user experience...

Rigour and research

Real-world application

As business education professionals, we know that you expect to be challenged and stimulated along your learning journey.

The Henley MBA programme, with its emphasis on practical, experiential coursework, demands practicality from the teaching faculty along with academic excellence.

Rigour and research

Our 120 full-time and associate faculty members include some of the world's foremost experts in business management.

Our faculty thrives on real-life research questions and many of them have vast experience in the corporate world. They bring specialist insight to the business challenges they teach – complementing each others' work and organising teaching and research around business challenges that matter.

They also share a great passion for knowledge, creating learning environments that will enable programme members to develop, apply and practice new knowledge, skills and abilities.

Real-world application

Henley faculty, whether from an academic or practitioner background, are well-rounded individuals. They represent global expertise in commercial, public and voluntary sectors. They are international, both by origin and by experience. All have extensive commercial expertise and many continue with private business consultancy to keep them at the cutting-edge.

Core MBA faculty

Professor Moira Clark
Professor Marc Day
Professor Abby Ghobadian
Professor Jane McKenzie
Professor Rajneesh Narula
Professor Alan Rugman
Professor George Tovstiga
Associate Professor Steve Downing
Professor Andrew Baum
Professor Adrian Bell
Associate Professor Kevin Money
Associate Professor Carole Print
Associate Professor Susan Rose
Associate Executive Professor Peter Race
Dr Kleio Akrivou
Dr Elena Beleska-Spasova
Dr Patricia Bossons
Dr Carola Hillenbrand
Dr Sharm Manwani
Dr Peter Scott
Dr Ann Parkinson
Dr Chris Phillips
Dr Stephen Simister
Dr Jean-Anne Stewart
Dr Lynn Thurloway
Dr Bernd Vogel
Dr Baskin Yeniciglu
Mr Chris Dalton
Dr Richard McBain
Dr Lucy Newton
Mr Nigel Spinks

Reach

Relationships

Reach

The Henley MBA is a global school. At any one time and across all three modes of study, we have over 3,000 people studying for a Henley MBA from more than 112 nationalities in 13 different countries worldwide.

In the UK, the 2010 Executive and Full-time MBA programmes include participants from over 23 countries. Our reach is strongly reflected through our own offices in Europe, South Africa and Hong Kong, alongside an established network of overseas associates.

Programme members gain great benefit from the diverse peer-groups they study alongside.

Relationships

The power of relationships in business is unquestionable.

Alumni

As a member of the Henley MBA programme, you will join the Henley family: a far-reaching international alumni network that helps to open doors and network with past and current programme members.

Henley has over 30,000 alumni based in over 140 countries, frequently in influential positions in all types of organisations and happy to help a fellow Henley MBA graduate.

As an alumnus, you receive regular business updates and invitations to masterclasses, career, networking and keynote speaker events not only at Henley, but also around the UK and overseas through our International Alumni Associations. In the UK, there are 13 dynamic Special Interest Groups ranging from Health Care to Sales and Marketing run by alumni for alumni and their guests.

Corporate partners

Henley is a leading provider of highly-customised management development programmes designed with, and for, some of the world's largest global businesses. As well as an ongoing source of fresh business intelligence and practice that continually develops our thinking and teaching, our corporate partners provide an invaluable additional network for alumni.

Corporate partners include:

3M • Aegon • Atkins • BDA • BDF
Beiersdorf • Corus • Deutsche Telekom
EC Harris • FL Smidth • Ford
Hampsons • Fujitsu • Hachette Livre
ISS • iba • IBM • Kaefer • Knight Frank
Masterfoods • Microsoft
National School of Government
The National Trust • Nomura
Petronas • Qinetiq • Shell • Siemens
Technip • Wartsila



‘MY FULL-TIME MBA EXPERIENCE AT HENLEY HAS BEEN A JOURNEY OF SELF-DISCOVERY. NOT ONLY LEARNING GOOD BUSINESS MANAGEMENT THEORIES AND PRACTICES FROM THOSE WHO HAVE GONE BEFORE, BUT A CHANCE TO MAKE YOUR OWN CONTRIBUTION FOR THOSE WHO FOLLOW.’

Our approach to learning

Applied learning in high performance teams

Collaboration

Personal development

Learning from leaders

Our learning approach

Applied learning in high performance teams

We understand that, in your career, you will have already 'been there and done it'. This supports our belief that the most meaningful insights come from learning by doing.

Henley organises its teaching around real-world dilemmas and business choices rather than by traditional academic disciplines.

We believe in collaboration and discussion. Participants are carefully placed in small high-performance learning teams. You bring your experience and ideas. We bring global business management knowledge and cutting-edge concepts. Together we work to apply these to your world.

Those of you working whilst taking your Henley MBA will be able to give significant value back to your employer during your studies. The knowledge and skills you'll develop on our highly practical programmes can be applied immediately in the workplace. Your assessed assignments can be based on live organisational issues – creating an invaluable contribution to your organisation.

From both a participant and an employer perspective, Henley MBA learning is tangible, significant and enduring.

Collaboration

Henley prides itself on its reputation for being inclusive, friendly and supportive. Limited class numbers ensure individual attention and highly interactive sessions at all times. We put the emphasis on collaboration rather than competition.

This is instilled from day one of your programme as the Henley MBA is highly participative – we value both individual contribution and team-based learning. Face-to-face and online team work is a central feature of all modes of study. You will belong to a small high-performance team undertaking collaborative projects that will develop your individual skills.

Programme members come from a range of different sectors with diverse skills and cultural orientations, which inevitably creates challenges for teams along the way.

On the Full-time and Executive MBA programmes we coach you on teamwork, management processes, influencing skills, project management, facilitation and conflict resolution. All vital skills for you to take back into the workplace. The majority of assessments are team-based, reflecting the spread of skills required in real-life business challenges.

The MBA by Flexible Learning offers a mix of individual assessment and team-based learning at the workshops.

Personal development

At Henley we recognise that one of your key objectives is an overriding desire to develop yourself as an individual; to lever your strengths; develop and hone management skills – and prepare for the challenges of senior leadership.

Personal development is therefore woven through all stages of the Henley MBA. You will receive dedicated materials and take part in activities to support your development journey.

By working with subject tutors, personal tutors and your peers, you learn to recognise your own development needs and will receive feedback and support every step of the way. Personal reflection is a key component of all assessments.

The powerful mix of modules, toolkits and practical application in new contexts will increase your self-awareness and confidence – and enable you to adapt to change and challenge in all spheres of life.

Learning from leaders

Henley understands that you will learn from and be inspired by current business leaders and today's agenda-setters.

Speakers

Some of the influential business leaders who have recently come to talk to us on contemporary business and management issues include:

Will Whitehorn, *President, Virgin Galactic*

Sir Michael Rake, *Chairman of BT Group plc*

Alastair Campbell, *Former Media Advisor to Tony Blair*

Gary Hoffman, *Vice Chairman, Barclays Bank*

Ian McCaig, *CEO, Lastminute.com*

David Roberts, *Chief Executive Officer, Bawag PSK*

Murdoch MacLennan, *Chief Executive, The Telegraph Media Group*

James Smith, *Chairman, Shell UK*

Ian Powell, *Chairman and Senior Partner, PricewaterhouseCoopers LLP*

Rt. Hon. Lord Smith of Finsbury, *Chairman, Environment Agency*

Lionel Barber, *Editor, Financial Times*

The Rt. Hon. John Bercow MP, *Speaker, The House of Commons*

Justin King, *Chief Executive, J Sainsbury plc*

'I started my MBA while living in London and I completed it when in San Francisco! By the time I graduated, I had completely changed direction. Once the MD of a creative agency, I am now a Consultant and Adviser.'

Jan Hilderbrand,
The Henley MBA by Flexible Learning

‘THE IMPORTANCE OF GROUPWORK TO THE OVERALL LEARNING EXPERIENCE HAS BEEN A REAL EYE-OPENER FOR ME. I DID NOT THINK I HAD A LOT TO LEARN ABOUT WORKING IN A TEAM, HOWEVER, IN THE TEAMS AT HENLEY WITH THE GREAT MIX OF PEOPLE, EXPERIENCE, CULTURE AND NATIONALITY, I HAVE HAD A TOTALLY NEW AND VERY ENJOYABLE EXPERIENCE.’

ADAM DAY, THE HENLEY FULL-TIME MBA

Pathways to a Henley MBA

Your learning journey

Three routes to your destination

Pathways to a Henley MBA

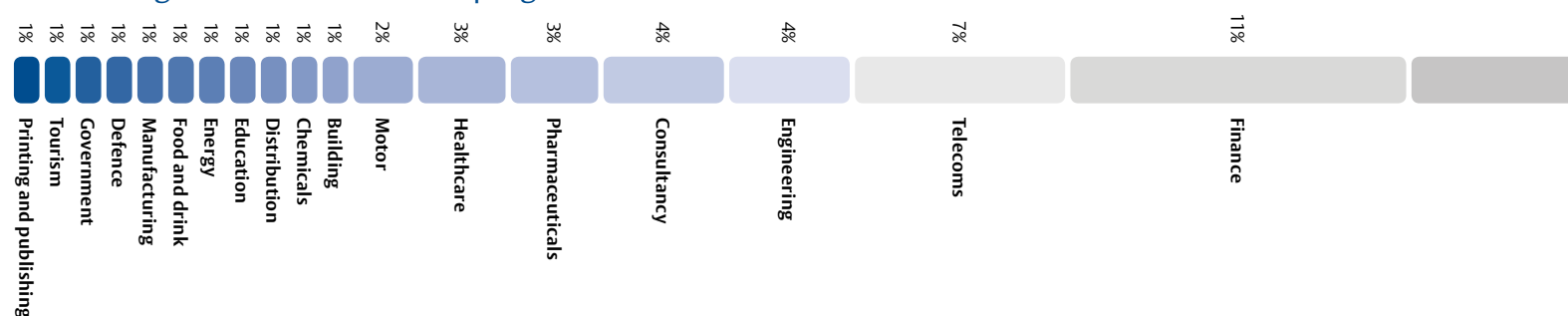
Your learning journey

Whichever route you choose to follow, we will always challenge you to think strategically about business and management in a global setting. You will learn to apply familiar management competencies in unfamiliar business environments. We will also challenge you to develop your emotional intelligence and personal growth.

We have structured your MBA in three progressive stages. The first stage introduces you to the core function of an organisation. The second stage moves you on to explore the external environment and the strategic decisions organisations must take. The third and final stage focuses on your role as a leader in delivering sustainable and successful performance.

Who will you be joining?

Work background of current MBA programme member:



Three routes to reach your destination

While most of you will share common goals and similar ambitions, we understand that you will be joining us from every walk of life, different parts of the world and at different points in your career and life stages.

This is why, while there is only one Henley MBA, there are three different ways of gaining your MBA qualification:

- Full-time MBA – one year of full-time study.
- Executive MBA – two years part-time consisting of monthly workshops lasting 2-3 days.
- Flexible MBA – over 3 years by flexible learning combining face-to-face workshops with online learning.

Is this the right MBA for you?

The Henley MBA demands exceptionally high levels of interaction and peer group learning from its programme members.

For this reason, unlike many other business schools, our programme members are usually experienced managers. However, younger managers who demonstrate potential and outstanding achievements are also encouraged to apply, as this can create a class experience that is both diverse and energetic.

Whether you are seeking a Full-time, Executive or Flexible MBA, it's important you understand the commitment required and the challenges you'll face – as well as the enormous rewards a Henley MBA can bring.

'No ivory towers here – this is real world learning. Valuable reflection. A learning journey. Fun. Challenging. Memorable.'

Brian Mulholland,
The Henley Full-time MBA

34%

Others

21%

Information Technology



The Henley Full-time MBA

If you want change and you want it quickly, consider our intensive Full-time MBA programme. Ideal for those able to take a career break; seeking a change of direction; or looking to boost their careers.

Programme outline

The programme only takes 12 months to complete.

During the programme, you will work on management problems in high-performance learning teams, covering a range of different international business scenarios. You will have an opportunity to undertake significant management projects which will build your consulting skills. The New Venture Project for example, is your chance to develop your entrepreneurial and venturing capabilities.

Supported by personal tutors, executive coaching and an integrated programme of career coaching and development, the Full-time programme is particularly suited to entrepreneurs, 'fast-trackers' and high potential managers as well as experienced managers seeking a career change.

On the Full-time programme you will have an opportunity to study at overseas locations. Two one-week Study Visits enable you to experience a diverse range of organisations, including corporate, government and not-for-profit. Recent locations have included Cape Town, Hong Kong, Shanghai, Beijing, St Petersburg and Budapest. The visit to Cape Town includes a focus on social responsibility as programme members work alongside a local NGO or charity as part of the MBA assessed project work

This important part of the programme ensures you get the opportunity to really immerse yourself in a different working environment and business context. It also provides programme members with a life-impacting experience and is one of the highlights of the MBA programme.

The Henley Executive MBA

You don't need to stop work to do an MBA. Many managers opt for our two-year Executive MBA, as this is designed to benefit both you as the individual learner as well as the organisation you work for.

You simply come to Henley once a month for an intensive three or four-day workshop where you interact directly with your peers, our faculty and other industry speakers.

Programme outline

The programme emphasises the importance of your personal development as a manager whilst providing value to your employer.

Built into the programme are two one-week international Study Visits, one in Year 1 and one in Year 2. You may join participants from the Full-time MBA programme, providing increased opportunities for business networking. Details of the Study Visits can be found in the Full-time MBA description on page 23.

During the programme, you will work on company-based projects in high-performance learning teams. These projects provide you with the opportunity to develop your consultancy skills coupled with the opportunity to practically apply what you learn in your organisation through real-life assignments.

Additional workshops help develop your team-working ability, leadership style, and negotiating and influencing skills.

As an Executive MBA you will also benefit from sessions of executive coaching – one of Henley's areas of expertise. This has had a highly positive effect on previous members' performance in the work place.

This programme is ideal for managers who aspire to a general management or senior manager role.

For organisations, this is an excellent opportunity to develop and retain top talent and enables them to benefit from the expertise and latest knowledge that Henley has to offer.





The Henley MBA by Flexible Learning

Flexible learning helps you balance your studies with all the other important commitments in your life. Whether you are on the move, on a flexible work schedule or simply unable to take a lot of time away from work, you can study at any time and in any place.

The programme is delivered through a flexible blend of workshops, teamwork and self-study – on and offline.

Programme outline

You can immediately start to apply your learning in your work place through practical assignments which may be based on your organisation.

This provides a very individual, challenging and rewarding learning experience.

To make it easier for international programme members to attend workshops in the UK, there is an international stream option where the workshops, including a compulsory starter workshop, are combined into intensive residential weeks at our campus in Henley.

The Flexible MBA programme can be pursued either as a UK-based programme or abroad in one of the following international locations:

- Finland
- Germany
- Hong Kong
- Ireland
- Malta
- Scandinavia
- South Africa
- Trinidad

An integrated and holistic syllabus

The Henley MBA syllabus takes you on a three-stage journey, bringing together the relevant disciplines that will enable you to think and act holistically. Essentially, you will see business from every practical and theoretical angle – giving you powerful decision-making techniques that will last your entire career.

Elective pathways

Across the three stages of the Henley MBA there are nine core modules which feed into and build on each other in an integrated and holistic way. At Henley you will not be learning by 'subject' – instead, within five of the core modules in Stage 1 and 2, you will have a choice of electives related to the core topic that provide a particular focus or depth of application. The electives are designed to be highly relevant and are a reflection of Henley's unique blend of expertise and the research and knowledge generated by Henley's Research Centres. Opposite we show our current elective portfolio (which may vary as they are regularly updated).

Your choice of elective pathways can provide you with the opportunity to explore a theme in more depth or to focus on issues particularly relevant to specific sectors. Depending on your chosen route of study, you can tailor your MBA programme in a way that further enhances your career in financial markets, real estate or the international recruitment industry.

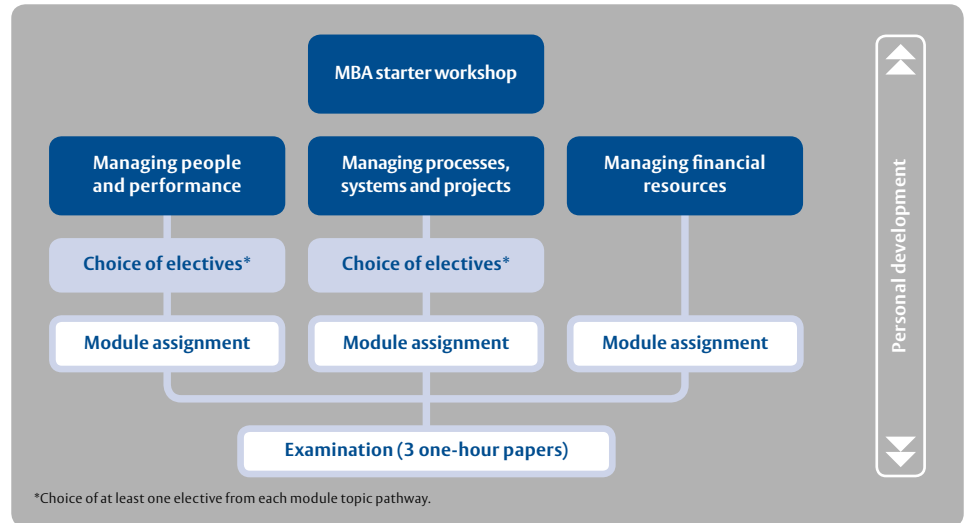
Managing people and performance

- SMEs and family businesses
- The high performing team
- Human resource management
- Generation Y and values
- Developing and maintaining performance in the recruitment market

Managing processes, systems and projects

- Leading Information Technology
- Leading the operations function
- Enabling the project-based environment
- Business process strategy
- Strategy and international business
- Strategic innovation
- Knowledge management
- Entrepreneurship
- The global recruitment business environment

Stage 1: Managing the organisation



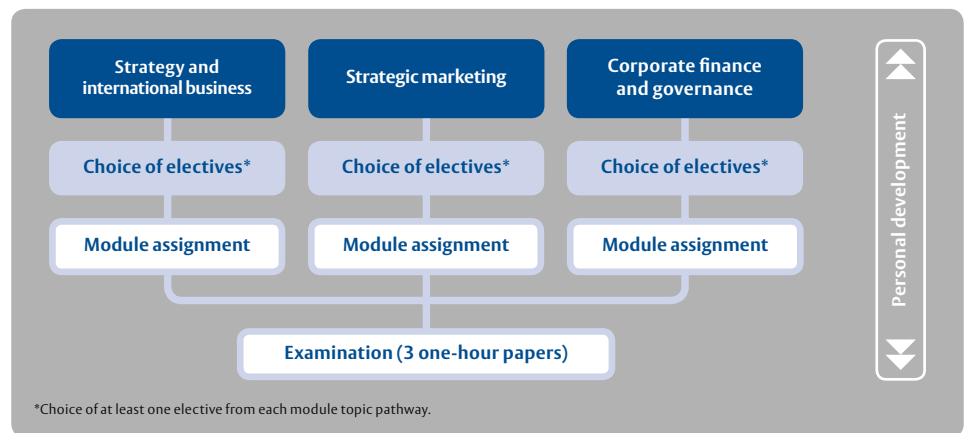
Corporate finance and governance

- Valuation of not-for-profit organisations
- Valuation of SMEs
- Capital finance management
- Contractual issues and risk assessments in the recruitment industry

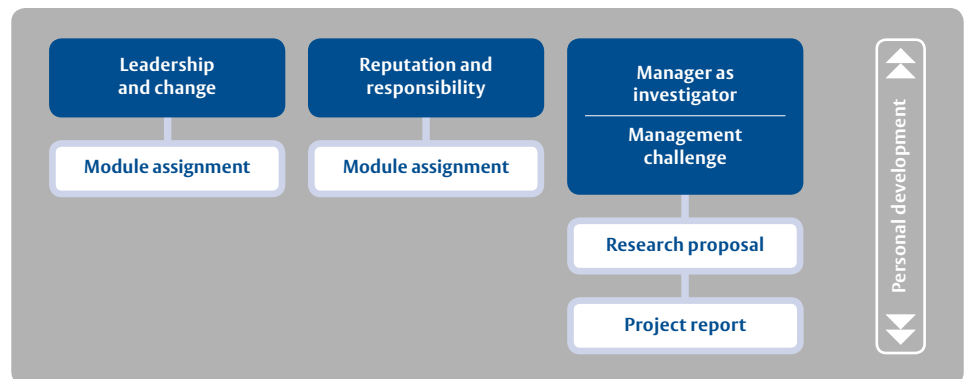
Strategic marketing

- Brand management
- Marketing for not-for-profit organisations
- Social media
- Customer relationship marketing

Stage 2: Making choices



Stage 3: Making a difference



Stage 1: Managing the organisation

MBA starter workshop

This compulsory workshop provides you with an introduction to your MBA, helping to ensure that you are familiar with the learning process, the resources available – and assisting you to prepare for the study skills you will be using throughout your programme.

It will introduce you to the holistic and complex nature of leading organisations today and provide a springboard to subjects that are then studied in depth throughout the programme. The workshop uses case studies, frameworks and models to challenge existing thinking, explore new approaches, and encourage innovative and reflective management and leadership practice.

Key themes include: organisational structure and design, organisational culture, teamwork, thinking paradigms and approaches, organisational analysis, reflective practice, personal and corporate values.

Managing people and performance

In this core module, you will consider how managers engage with individuals, teams and organisations – and how this impacts on and drives performance.

You will explore the issues behind managing people and performance effectively from both an organisational and individual's point of view. This will enable you to understand your role as a line manager and improve performance by effectively managing people and the processes and practices that support them. You will explore how performance is scoped, created, reviewed, and embedded at the individual, organisational and strategic level in a range of contexts.

Key themes include: the impact of context and culture, both national and organisational; the links between business and people strategy; the role of the manager in managing people; managing performance; rewarding, training, development and organisational learning; understanding behaviour and motivation; talent management and employee engagement.

Managing processes, systems and projects

Processes are at the heart of how organisations create goods and services for their customers. By drawing upon the areas of operations management, information systems management, service management and project management, you will gain an understanding of how such processes are integrated into delivery systems that create value for the customer.

This core module follows the lifecycle of a process, beginning with the key task of designing processes and systems aligned to business strategy. You will also focus on the challenges of managing transition using project management techniques. This prepares the way for you to have a detailed review of managing process flow and capacity, both within the organisation and across the supply chain. The module concludes with a review of different approaches to managing quality and driving performance improvement.

Key themes include: process and systems thinking, including soft systems methodology; setting process objectives; reconciling market requirements and resource capabilities; process analysis and design; process mapping; information and processes; designing supply networks; implementing process change through projects; achieving technology acceptance; capacity and flow management; managing stocks and queues; supply chain management; performance evaluation; quality and improvement methodologies; managing operational and project risk.

Managing financial resources

This core module integrates accounting, finance and microeconomics, providing a basis for enabling you to make better informed business decisions and evaluate their impact on performance. By the end of the module you will be financially literate, understand microeconomic market concepts and be able to assess business performance issues. This module will provide you with the financial background to gain confidence to challenge and discuss financial information at a strategic level.

Key themes include: financial statements; financial planning and budgeting; management accounting and decision making; financial performance analysis and valuation; demand and supply analysis; cost analysis and market structure.

‘I came to Henley as a specialist in scientific research and the MBA has helped me recognise my innate abilities and boosted my knowledge of management issues. I now understand issues from a management and financial point of view, as well as a technical one, which has really opened up management opportunities in my current role.’

Naina Visani,
Atomic Weapons Establishment

Stage 2: Making choices

Strategy and international business

This core module explores key underlying concepts of strategy and strategic management and builds on your strategic thinking process.

You will explore different approaches to strategic analysis needed to make sense of complex external competitive environments and internal organisational contexts – and how to address opportunities and challenges so as to create and sustain competitive advantage. You will explore how strategic options are derived and evaluated from the outcomes of these analyses.

You will also focus on strategy from an international business perspective. This part of the module deals with decision-making in different organisational contexts and environments, covering a range of theoretical approaches and practical tools. You will analyse the nature and extent of multinational enterprises (MNE) operating in a world of globalisation by examining the extent to which MNE activities are global or regional and taking into account their strategies and organisational structures.

Key themes include: strategy process; strategic thinking; analysis of external competitive context; analysis of internal basis of competitiveness; strategic boundary conditions; resources and capabilities; strategic options and choices; competition and collaboration; diversification and focus; emergent and deliberate approaches; complexity theory; and real options; the interactions between firm specific advantages and country specific advantages; the strategic relationship between economic integration and national responsiveness and how MNE networks affect this trade-off; modes of doing foreign business; and the nature of corporate social responsibility within the networks of MNEs.

Strategic marketing

This core module is designed to answer the question: 'How can an organisation derive value from the marketplace?' It deals with building and maintaining relationships with customers, suppliers, partners and employees, taking an international perspective and considering business-to-business, business-to-consumer and not-for-profit contexts. The first part of the module will introduce you to the latest thinking in the discipline of marketing, as both an organisational function and a philosophical approach to managing markets. You will explore the differences between strategic and tactical marketing decisions and will consider the relational and ethical aspects of marketing management decisions. In this module you will also address the methods and tools of market research. You will focus on creating and delivering marketing programmes – from identifying and selecting segments to target; to developing a marketing plan that delivers customers a value-based offer. Part of the module concentrates on the management of internal processes and behaviours needed to deliver effective customer experiences. Finally you will consider all the principles of monitoring and evaluating the return of the marketing investment to the organisation.

Key themes include: marketing dilemmas; types of marketing; the stakeholder approach; the cyclical nature of strategic marketing planning; understanding customer behaviour; conducting market research; customer, competitor and market intelligence; segmentation, targeting and positioning; brands and brand management; innovation and new product development; pricing strategy; channel management; integrated marketing communications; relationship marketing; key account management; marketing evaluation; and marketing metrics.

Corporate finance and governance

Corporate finance is about making decisions. Although every corporate decision has financial implications, in this module you will focus on three core decisions which are essential to creating stakeholder wealth.

Firstly, you will look at the investment decision: understanding whether to commit the capital resources available to a firm and analysing the strategic options that will yield the highest returns in excess of a minimum hurdle rate (weighted average cost of capital). Secondly, you will explore the financing decision: choosing the mix of financial resources available to a firm (mainly equity and debt) that maximises the value of the investment decisions made. Thirdly, you will consider the dividend decision: returning the unused capital resources to the shareholders.

Corporate governance is about achieving clarity in corporate finance decisions. The module will introduce you to the key concepts that management needs to address in fulfilling its financial duties of managing capital to create value, while at the same time being responsible and practising good governance. Focusing on valuation, the module will provide you with a framework, using relevant concepts to examine how corporate finance supports the strategic direction of organisations, their responsible management and the nature of their relationships with financial and social stakeholders.

Key themes include: financing policy; investor and dividend policy; cost of financing capital; changing ownership structures; value-based management; the development of corporate governance practice; and board tasks and codes.

Stage 3: Making a difference

Leadership and change

The Leadership and change module places you, as a practicing manager, at the centre of your personal development as an effective change leader. Faced with real dilemmas and choices of action, leaders must understand their environment and bring into play appropriate behaviours and processes to navigate multiple levels of complexity. By studying leaders and leadership styles, you will learn about your own current position and be able to define your future desired leadership stance. The elements of the module are viewed through different lenses to equip future leaders with a powerful level of agility to understand and operate in a deliberate and beneficial way. Most crucially, the module will provide the opportunity to build awareness of culture and values and to approach change with the insight of strong evidence-based foundations. By exploring the links between leadership, the change context, culture, and change practice, you will be able to make informed decisions about how to mobilise the leadership and change resources available to you.

Key themes include: concepts, theories and models of leadership and their relevance to organisational change circumstances; the challenge of change and the key organisational and people factors impacting on its nature and enactment; the role, nature and impact of values and culture in both pursuing and responding to change and its leadership; and the core skills and techniques required to enable and enact effective change.

Reputation and responsibility

This core module on reputation and responsibility recognises the critical importance of reputation management and corporate responsibility for long-term sustainable success of organisations today. You will explore the nature and quality of stakeholder relationships and develop a perception-based approach to reputation measurement and management. The development and importance of perceptions is explicitly linked to a strategic management approach and embedded in the wider debate around business and society, issues of sustainability, responsibility and purposive governance. This module is designed to help you reflect on the knowledge and understanding of management and management theory that has been developed throughout your MBA. In addition, you will gain the latest knowledge of new theories and approaches and to how apply insights in an integrated and strategic manner.

Key themes include: the psychological foundations of stakeholder relationships, relationship theory, stakeholder theory, reputation management approaches and practices, principles of corporate responsibility and corporate social responsibility, issues of sustainability and 'good' governance, business and society, performance measurement and accountability, purposive behaviour, individual and collective morality, ethical decision making, tangible and intangible performance indicator, mission and vision achievement, organisational values, organisational trust and distrust, fairness and equality.

The manager as investigator

This final core module is designed to support you on your final project – the management challenge. It will introduce you to different approaches you can take with your management investigations in order to make informed decisions and recommendations. Central to the module is an evidence-based approach that underpins the activities within the research process. The module introduces the nature of management research, the importance of the research process and ethical concerns for research. It then focuses on key steps for identifying and defining the problem to be investigated. You will also consider the role of current thinking in supporting the development of an appropriate focus for the problem and the overall link to research design. Critical issues in relation to data collection and analysis, especially fixed and flexible designs, are then explored. Communicating the results, especially writing up the investigation and reflecting on the experience of undertaking research in order to consider personal development are discussed in the final section of the module. Self-managed activities are designed to support learning and the development of the issue to be investigated. Additional development activities act as a link between the manager as investigator and the management challenge proposal.

Key themes include: fixed and flexible research approaches; research design; reviewing current thinking, data collection and analysis; and writing up the investigation.

The management challenge

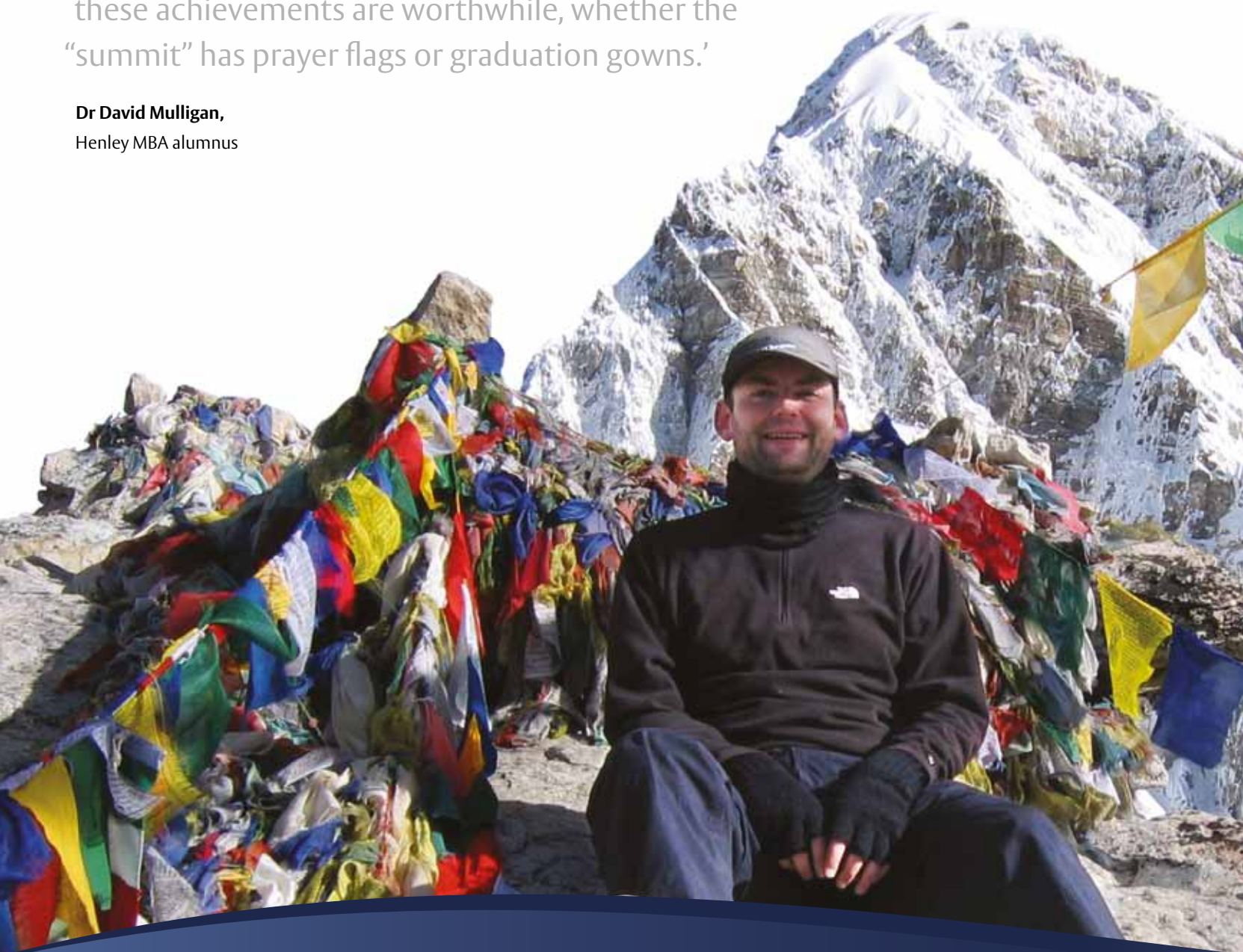
This module offers the opportunity to undertake a problem-based management project and engage in primary research within an organisation. The management challenge will provide you with the opportunity to draw on and build on what you have learnt on your MBA and apply a range of knowledge and skills to a real organisational issue or problem. This is an opportunity for you to follow your own topic of interest or provide consultancy work to your own organisation. You will be expected to use the research methods introduced in the manager as investigator module and apply them to the overall process. Through analysis of the current thinking and data collected for the project, you will have the opportunity to undertake analysis, develop logical and justified arguments – and generate relevant and practical solutions or recommendations.

Supported by an academic supervisor, you will apply your intellect, self-discipline and organisational skills to demonstrate your ability to work at Masters' level. Your academic supervisor can also help add value to your organisation as well as help you manage personal learning and development.

Key themes include: applying the research process, analysing relevant current thinking, collecting and analysing primary and/ or secondary data and developing logical conclusions and recommendations based on evidence and justification.

‘As my career progressed it became clear that I would benefit from business skills to complement the technical knowledge from my PhD... I decided that studying an MBA would provide invaluable breadth... I also fitted in trekking to Everest Base Camp in Nepal. The high point (literally and metaphorically) was reaching the summit of Kalar Patar at over 5,500m (pictured). At that altitude there is only half as much air as at sea level, so a tough ascent is made more strenuous by the lack of oxygen; much like studying for the MBA by Flexible Learning, while working full time! I have no doubt that these achievements are worthwhile, whether the “summit” has prayer flags or graduation gowns.’

Dr David Mulligan,
Henley MBA alumnus



Henley and beyond

Your Henley MBA will continue to shape your thinking for years after you graduate. As an alumnus you will develop relationships that will benefit you both personally and professionally.

Careers service

For those of you considering the full-time option, you are probably rethinking your career direction. Planning for your future career is so important we have placed it at the heart of the programme. Effective career management is an integral part of the full-time programme at Henley.

Benefits include:

- Access to online careers libraries
- Access to job search facilities
- Career coaching and CV building
- Career development workshops
- Presence on the online MBA CV book
- Opportunities to network
- Career guidance throughout your programme and beyond
- Access to many of the alumni events

Recent career development workshops and events have included:

- Personal branding
- Networking skills
- CV building
- Optimising Linked-In, Job Search and Research – the latest cutting-edge strategies
- Using head-hunter search and selection
- Improving interview skills
- Negotiating the job package
- One-to-one mock interviews
- Performing at assessment centres
- Working in interim management
- MBAs and management consultancy

For programme members on the Executive MBA, there are opportunities to attend one-to-one executive coaching sessions, workshops on personal branding and networking.

Some events are also available to the MBA by Flexible Learning as well as for our alumni for an additional fee.



A photograph of a sunset over a body of water. The sky is filled with soft, golden light, and the sun is partially obscured by clouds. The water in the foreground is calm, reflecting the light from the sky. Silhouettes of trees are visible along the horizon.

Applying for your Henley MBA

'I took this photograph early one morning before class at Henley. I find it captures some of the beauty and magic, which, for generations, has accompanied (and inspired) those who have taken the Henley MBA journey. I hope you will be inspired to apply.'

Anastassios Marneris,
Flexible Learning MBA 2008-2011

MBA preview days

You should now have a better understanding of Henley's unique approach in delivering a transformational MBA experience. To experience Henley for yourself, why not join us at an MBA preview day or by talking to our representatives at an event near you.

For the latest information, visit our website:

www.henley.com/mba

How to apply

Our selection process is specially designed to identify talent and leadership potential and ensure that we bring together the best combination of experienced managers – and this is reflected in our application requirements. As a result, Henley does NOT require the GMAT although we welcome applicants who have taken the GMAT exam.

We would be delighted to consider you for the programme if you have all of the following:

- A minimum of three years' management experience.
- PLUS a good first degree or equivalent professional qualification.
- Evidence of competence in English if it is not your first language.
- Two references.

All applicants to the Full-time and Executive MBA programmes will be required to attend a compulsory selection day or, if abroad, a personal telephone interview.

Details of requirements are available on our website:

www.henley.com/mba

Exceptional experience

We welcome applications from candidates with exceptional management experience who may not meet all the formal criteria for admission. If you have a minimum of five years' experience at a senior and strategic level, we would be happy to consider an application.

Our admissions panel reviews all non-standard applications for suitability.

The application process

You will need to submit a completed application form with certified copies of degree certificates, a CV and satisfactory references. Ideally, we require one business reference and one academic reference.

If you are applying for the Full-time or Executive MBA programmes you will need to attend a selection day at Henley comprising a group exercise, a personal interview with a member of faculty and other assessment processes.

Candidates who cannot attend a selection day will normally be required to complete an essay and take part in a telephone interview.

For further details on the admissions process see our website: www.henley.com/mba

Fees and funding your MBA

The cost of the Henley MBA for programmes starting in 2011 are:

Full-time MBA	£33,000
Executive MBA	£39,950
MBA by Flexible Learning	£20,000

For up to date information on our early bird scheme offering 15% reduction in fees, scholarships, bursaries and loans to help you pay for your MBA, see the 'Funding Your MBA' section of our website or contact the MBA team.

For more information, please contact:

The Henley MBA

Henley Business School

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United Kingdom

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Tel: +44 (0)1491 418 803

www.henley.com/mba


Henley Business School

We are less than an hour's drive from Heathrow Airport, within easy reach of London and close to many major motorway links. We are also positioned just at the edge of the Thames Valley – one of the important areas of worldwide commerce and home to some of the global IT and telecoms giants in the UK.

On-site accommodation is available for short workshops across all study modes. However, the Full-time MBA programme members typically stay locally to Henley for the duration of their studies.



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