

# The Henley Executive MBA

**Choosing  
your MBA  
is one of  
the most  
important  
career  
decisions  
you will  
ever make.**

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# Introducing Henley Denmark

At Henley, we do more than teach about management and leadership. Henley was founded on the belief that success in business takes an understanding of more than just business. It takes an ability to see the bigger picture, to not just improve business but to improve society itself.

Today's globally connected business world calls for a wider perspective, new skills and different ways of thinking. What we are seeing now is a new wave of Nordic leadership that is focused on innovation, change and sustainability. Being able to understand how we can work together and deal with the challenges the world is faced with is more important than ever.

As you seek out which MBA is best for you, it is important to choose one that meets not only your professional goals and 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. Embark on the Henley MBA and you will encounter an enriching experience that will shape your decisions and actions throughout your life.

**Chris Shern,  
Managing Director,  
Henley Business School, Denmark.**





**The Henley  
EMBA is ranked  
among the best  
in the world**

**#21**

For best Executive MBA  
by The Economist

**#22**

For best Executive Education  
by Financial Times

According to the latest rankings, Henley Business School is the  
highest ranked provider of EMBA programmes in Denmark.





**It's more than just an MBA, it's a transformational experience. As a person you grow on so many levels. If you want a fulfilling personal experience where you'll learn a lot about business but even more about yourself, then the Henley MBA is for you.**

**Geoff Brockway,  
Head of Learning and Development, AstraZeneca.**

## **The Henley Executive MBA programme**

Henley Business School has an unparalleled reputation throughout the world as one of the leading international organisational schools. The MBA programme is designed to develop outstanding business leaders to take on the challenges and opportunities of operating in today's complex and fast-moving global economy. For an ambitious manager with aspirations to senior leadership responsibilities, a degree from a leading international business school like Henley, has become the global management qualification. At Henley Business School we have been developing leaders for more than 75 years and are among an elite group of business schools to be triple-accredited for the quality and capability of our faculty and output.

The Henley MBA programme seeks to develop managers to make the right choices for themselves, their organisations and society. The programme is international in scope and provides a rigorous grounding in the disciplines of management and access to thought leadership and leading edge practice. Our approach to learning involves a high level of face-to-face interaction with academics and peers, individual contribution, group collaboration as well as personal development and coaching.

The Henley Executive MBA is taught part-time, that allows you to work full time while you strengthen your career opportunities. The knowledge and skills you develop can be applied immediately in the workplace. Assessed assignments can be based on current issues, showcasing your new capabilities and creating a valuable contribution to your organisation.





# Applying knowledge to organisational problems

The philosophy of Henley Business School is that learning is always anchored in real life and based on the learner's current reality and challenges. We understand that in your career, you may have already 'been there, done that.' This supports our belief that the most meaningful insights come from learning by doing. We encourage executives to view organisational problems in a holistic fashion and become aware of the implications of their decisions on other parts of the organisation. It ensures that managers are aware of the broader impact of organisation on society and the role their organisation plays.

The Henley EMBA programme gives you the ability to see business and businesses differently. You will develop unique approaches to solving problems and unlocking opportunities. The Henley programme requires learners to work together in groups to achieve their learning aims. In the process, a significant part of the learning benefit is derived from interaction between group members, exposing managers to good practice in other industries as well as giving them valuable lessons in how to manage diverse teams. Increasingly, team management includes being able to lead a team of individuals, each with their own professional backgrounds and perspectives.



# Personal & professional Development

At Henley, we recognise that one of your key objective is to develop yourself as an individual and as a leader. We work with your strengths to develop management skills and prepare you for the challenges of senior leadership. Whilst developing your academic and applied business knowledge, we ensure there are plenty of opportunities to discover more about yourself, develop your leadership qualities and continue to build and advance the skills required to enable great leadership in increasingly ambiguous and fast changing contexts.

In addition to the Personal Development module, opportunities to focus on your career, leadership and professional development are threading through the programme. As well as IQ, great leaders require emotional, cultural and political intelligence, they also need the skills to enable transformative change by inspiring others to operate at their best and to win the hearts and minds of their employees and their clients. Great leaders walk the talk!

Underpinned by positive psychology and social cognitive theories, the Henley Executive MBA programme aims to build self-awareness, self-reliance, confidence and resilience. The programme includes a number of fun and experimental interventions that enable a different way of thinking about career, leadership behaviours and professional development. We want our graduates to be masters of their own destiny, take career ownership, and have the confidence to lead in a way in which is authentic to them.

# The Henley learning environment

## Learning Philosophy

Henley puts the emphasis on collaboration rather than competition. We value both individual contributions and team-based learning. Teamwork, whether face-to-face or online, is featured across all modes of study. Programme members come from a range of different sectors, with diverse skills and cultural orientations, which inevitably creates challenges for teams along the way. We guide you on teamwork, management processes, influencing skills, project management, facilitation and conflict resolution – all vital skills for you to take back to your own place of work.

## Individual Coaching

Coaching will play a significant role on your journey to become a better leader. Our internationally certified executive coaches will support you through a series of coaching sessions in your personal and leadership development, and help you to reach your full potential. During these sessions, you will learn to strategise improvement and take a structured approach to personal and career development.

## Developmental Assessment

One of the core values of the MBA programme is the practical approach to learning. Therefore assessment is developmental and designed to promote effective learning by turning international management theory into practice. Each subject has an individual assignment – like a consultancy project – in which programme members have to demonstrate their mastery of the subject by applying what they have learned to a certain challenge within their own organisation. This way the learning benefits both the individual and at the same time their organisation which will be kept abreast of the latest thinking within different areas of management.

## Academic Tutors

Our 120 full-time and associate faculty members include some of the world's foremost experts in business management. They work closely with you to support you in every aspect of your learning and personal development efforts, and help you progress through the programme. This includes helping you plan your studies, familiarise yourself with different learning techniques and to find the suitable balance between work, personal life and studies.



# Continuing to lead the way

At Henley we have been developing competent, responsible and adaptable leaders for more than 75 years. In 1945 the administrative Staff College was founded and inaugurated by the English Prime Minister. In 1968, the first senior management course was offered, and the first Masters, and PhD programmes began in the Seventies. The Henley Executive MBA was launched in 1985, and shortly after, Henley began the journey to become a truly international school. Over the next decade The Henley Executive MBA was launched in Denmark, Finland, Germany, Hong Kong and South Africa.

Today Henley Business School is one of the world's largest suppliers of MBA Education. We are highly experienced in graduating good executives at international level and one of the very few business schools globally to hold triple accredited status. Drawing on Scandinavian and British values, innovative and sustainable business practices as well as our outstanding teaching methods, we will challenge and change you to make the right choices for you, your organisation and society.





**“**  
**Our academic staff offer global expertise in commercial, public and voluntary sectors. All have extensive commercial expertise and many continue with private business consultancy, keeping them at the cutting edge of business.**

**Dr Elena Beleska-Spasova,  
Head of Post-experience Postgraduate Programmes.**

## **Academic staff with commercial expertise**



**Charmi Patel**

Associate Professor in International Human Resource Management

Sharmi received her PhD in Organisational Behaviour in Human Resource Management from Aston Business School. Her research following through from her PhD looks at how individuals relate to their work, occupations and organisations. Her research is interdisciplinary in nature, importing sensibilities from sociology, psychology as well as management to better understand the employee-organisation relationship. Prior to joining Henley Business School, she was an Assistant Professor/Lecturer at the University of Edinburgh Business School within Organisation Studies Group. There she was also the Programme Director, for MSc in International Human Resource management having designed and launched the programme from its inception until 2016.



**Niran Subramaniam**

Associate Professor in Financial Management and Systems

Dr Niran Subramaniam is Associate Professor of Financial Management and Systems at Henley Business School. Dr Subramaniam's research interests lay at the nexus of Sociology, Technology and Accounting, and his areas of expertise include strategic financial management, technology mediated management systems and enterprise information systems. His current research focuses on digitally mediated human interactions and their theoretical and practical implications to the future of work in the contemporary organisational settings. Prior to joining Henley, Dr Subramaniam was the Director of Postgraduate Studies with the School of Management, and Associate Dean for the faculty of management, Economics & Law at the Royal Holloway University of London.



**Chris Dalton**

Associate Professor of Management Learning

Chris has over 25 years of experience in management education and training. He runs corporate workshops and seminars related to management development in many parts of the world, including South Africa, central Europe and the Middle East. Chris holds a PhD in Management Learning and Leadership from Lancaster University, and an MBA from Henley. He is a Henley-certified coach and online tutor, a practitioner of systemic business constellations and a Fellow of the Higher Education Academy. His research is focused on the use of reflection in personal development in post-experience management education. His first book, *The Every Day MBA*, was published at the beginning of 2015 and his second, *Brilliant Strategy for Business*, published a year later.



# Course content

The Henley Executive MBA 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.

The Henley MBA runs for 21 - 27 months that amounts to 90 ECTS points at Masters level. Across the three stages there are core modules which feed into and build on each other. Each module follows a learning pathway guiding programme members in pre-workshop preparation, reading workshop materials and post-workshop learning application and assessment. The workshops are predominantly delivered at our local premises in Copenhagen and take place typically once a month.

During your Executive MBA studies, you will write 11 practical assignments applying the knowledge and skills developed from the programme. All the assignments are based on current and relevant issues, showcasing your capabilities and creating a valuable contribution to your organisation. In addition, the MBA programme includes a number of elective modules that allow you to specialise and a research-based project.

## Stage 1 – Certificate in Management

600 study hours over 6 months – 30 ECTS

Joint starter workshop	Managing processes & systems	Managing people – joint workshop	Managing financial resources
Module assignment	Module assignment	Module assignment	Module assignment

personal and professional development + research skills

## Stage 2 – Diploma in Management

600 study hours over 7 months – 30 ECTS

International Business	Strategy	Strategic Marketing	Reputation & Responsibility
Module assignment	Module assignment	Module assignment	Module assignment

personal and professional development + research skills

## Stage 3 – Master in Business Administration

600 study hours over 6 months – 30 ECTS

Leadership and Change	Choice of Electives or International Study Visit	Management Research Challenge
Module assignment	Module assignment	Dissertation or Integrated Project

personal and professional development + research skills

# Stage 1

## Joint starter workshop

This compulsory workshop will introduce you to the holistic and complex nature of leading organisations today and provide a springboard to subjects that are studied in depth throughout the programme.

## Managing processes & systems

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 focus on the challenges of managing transition using project management tools. 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.

## Managing people – joint workshop

In this module, you will consider how managers engage with individuals, teams and organisations – and how this impacts on and drives performance. You will learn how performance is scoped, created, reviewed, and embedded at the individual, organisational and strategic level in a range of contexts.

## Managing financial resources

This core module provides you with the financial background to gain confidence to challenge and discuss financial information at a strategic level. By the end of the module you will be financially literate, understand microeconomic market concepts and be able to assess business performance issues.

# Stage 2

## International Business

You will explore different approaches needed to make sense of complex external competitive environments and internal organisational contexts to create and sustain competitive advantage.

## Strategy

This core module explores key concepts of strategy and strategic management. You will focus on 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 operating in a world of globalisation by examining the extent to which activities are global or regional.

## Strategic Marketing

This core module will address the methods and tools of market research. You will create marketing programmes that deliver customers a valuebased offer and provide an effective customer experience. Finally you will consider all the principles of the return of the marketing investment to the organisations.

## Reputation & Responsibility

During this module you will travel to South Africa to help a start-up or NGO and understand and improve its key stakeholder relationships. You will oversee this project from start to finish, and see the real-life impact of its strategic implementation.



# Stage 3

## Leadership and Change

The Leadership and change module places you 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 leadership styles, you will learn about your own current position and be able to define your future desired leadership stance. 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.

## Management Research Challenge

The management Research Challenge will provide you with the opportunity to build on what you have learnt on your MBA. 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 and apply them to the overall process. 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.

## Choice of Electives

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 Executive MBA programme in a way that further enhances your career in financial markets, real estate or the international recruitment industry. The

electives are designed to be highly relevant and are a reflection of Henley's unique blend of expertise and the knowledge generated by Henley's Research Centres.

You choose electives between a range of opportunities: Brand Strategy, Corporate Finance, Managing International HRM, Sustainability, Corporate Responsibility and Digital Marketing.





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**We develop the capabilities of our students to work for an inclusive and sustainable global economy – to be future generators of sustainable value for business and society at large and leadership for a fairer world.**

**Centre for Business Ethics and Sustainability,  
Henley Business School.**



# Study visits in foreign markets

The international study visits enables students to experience a variety of business and management issues first-hand, as well as gain deeper insight into the challenges faced by managers in the international environment. The Henley MBA students have the chance to make a direct impact on organisations grappling with critical social issues, with challenges relating to internationalisation or with entrepreneurial and fast-growing firms in emerging markets, such as South Africa, the USA or China. The study visits provide programme members with a life-impacting experience and is one of the highlights of the Executive MBA programme.

Students will learn to appreciate the differences of working in foreign markets and be able to apply knowledge to manage the issues and opportunities within an international context. During the study visits, students will have an opportunity to develop consulting skills by interacting with a number of local companies and government entities. Study Visits enable the Henley MBA students to experience a diverse range of organisations, including corporate, government and not-for-profit and provides programme members with a life-impacting experience.







# Becoming part of a truly global network

From day one of your studies, you become part of a powerful alumni network with access to a vibrant, global community of more than 84.000 business professionals in over 160 countries. The strength of our global network gives you the opportunity to forge connections across professions, sectors, industries and countries – a unique resource to help build and support your career path. This connection is lifelong, and only gets better once you graduate.

Henley Business School actively supports its Alumni Members' Network through learning, social events, specialist interest groups and international alumni associations. Our Alumni Members' Network provides events, mentoring programmes, careers advice, industry contacts and global information, which can make it the most valuable network throughout your career.

**'Henley for life' means offering ourselves a learning path, which gives us lifelong relevance, and continuously increases our professional value in a socially vibrant environment, which we always can reach out to, and that we always support, when it reaches out to each of us.**

**Gert Laursen,  
Head of MBA Alumni Chapter.**





## **The Henley EMBA — Key facts**

**Programme duration:  
21 – 27 months**

**Managerial Experience:  
9 years**

**Average age:  
41 years**

**Work experience:  
17 years**

**Female vs Male:  
42% // 58%**

**Average salary increase 3  
years after graduation:  
53%**



# Take the first step towards the future

## Admissions requirements

Entrants to the MBA programme are required to have a good first degree or an equivalent recognised professional qualification plus a minimum of 3 years' relevant leadership experience. We do 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 or strategic level, we would be happy to consider an application. Our Admission Panel reviews all non-standard applications for suitability.

Candidates whose first language is not English are required to meet one of the following conditions: A successfully completed degree taught in English, take an English language test or provide a English proficiency at work form.

## Tuition fees – 2022

**Total programme fee: 397.00.000 DKK**

**First installment: 129.000 DKK**

**Second installment: 139.000 DKK**

**Third installment: 129.000 DKK**

Tuition fee includes all study materials, travel and accommodation in connection with workshops.

## Application process

The Henley MBA programme starts twice a year – in May and October. Start your application process by contacting us to receive further information and to discuss your career development plans. We are happy to assist you through the application process.

- A completed application form
- Up-to-date CV
- Certified copies of degree certificates
- Two professional references
- Evidence of competence in English

A personal interview is a mandatory requirement for all applications. You are confirmed on the programme once a signed acceptance and deposit payment is received.

## Company funding

We work with you to help identify how the Henley MBA programme can deliver benefits to your employer right from the start of your studies. We can also help you prepare a detailed business case with which you can approach your employer to request their support, both in terms of finance and time.



**Nobody  
said it was  
easy but  
everyone  
says it was  
rewarding.**



**For more information visit:**  
**[www.henley.dk/da/mba](http://www.henley.dk/da/mba)**

**Henley Business School Denmark**  
**Fiolstræde 44, 2. tv.**  
**1171 København K**

**Office: +45 7010 5005**  
**Email : [info@henley.dk](mailto:info@henley.dk)**

Henley Business School reserves the right to change, alter,  
and amend the programme and its study locations at any time.