

EXECUTIVE MBA – GLOBAL

Be tomorrow's leader



Henley
Business School

UNIVERSITY OF READING

Where business comes to life



Where business comes to life

As one of the first UK business schools, Henley has been developing leaders for over 70 years. We are among an elite group of business schools to be triple-accredited for the quality and capability of our faculty and output.

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.

Henley Executive MBA – Global

Today's globally connected business world calls for a wider perspective, new skills and different ways of thinking. The Henley Executive MBA – Global is designed to develop outstanding business leaders ready to take on the challenges and opportunities of operating in today's complex and fast-moving global economy. It develops leaders who are strong, responsible and adaptable.

The Henley Executive MBA – Global is a truly international experience, with a global focus to the syllabus and research, modules delivered across the Henley international campuses, enriching study trips and a multinational cohort drawn from a variety of sectors and industries. The programme has a particularly strong focus on themes of international business, leadership and corporate reputation.

By connecting your learning to current global and relevant organisational issues, the benefits of Henley's global Executive MBA can be clearly measured, offering a substantial ROI to you personally and, more broadly, to your company.

The Henley Executive MBA – Global is an internationally recognised master's degree. It is triple-accredited and ranked as number 1 Executive MBA programme in the Nordics.

It is an intense and rewarding experience – challenging, stimulating and relevant. Many of our students say it's life-changing. If you want to develop and shape your future, we can take you on that journey.



Academic staff with commercial expertise

Henley Business School has an enviable blend of expertise with over 150 academics, many of whom are internationally renowned and widely published experts in their fields.

Each one brings specialist insight to the business challenges they teach – complementing each other's work, organising teaching and research around current complex and global business issues.

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

Here are some of our Executive MBA staff, who are devoting themselves to sharing their academic and real-world experience with others.

“Our academic staff offer 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, keeping them at the cutting edge of business. This means our programmes provide practical and experiential learning alongside academic theory.”

Dr Elena Beleska-Spasova
Head of Post-experience Postgraduate Programmes



Professor Moira Clark

Moira is Professor of Strategic Marketing at Henley Business School and Director of The Henley Centre for Customer Management. She teaches on the Strategic Marketing module for the Henley Executive MBA – Global.

She also serves as a consultant to a number of leading UK and international companies. Her major area of research and consulting is in customer management, social networking, customer retention and internal marketing. Moira has researched and published widely on the subject of relationship marketing, customer experience and service excellence. Publications include for example, the *Academy of Marketing Science*, *International Journal*

of Management Reviews and the *Journal of Relationship Marketing*. She is also a frequent keynote speaker at seminars and conferences around the world.

Moira joined Henley from Cranfield School of Management in 2005. Prior to her academic career, she was an international marketing consultant based in Munich, Germany, where she was involved with a wide range of industries including service industries, consumer and industrial goods manufacturers.



Professor Kevin Money

Kevin is the Director of the John Madejski Centre for Reputation and the Director for Research in Marketing and Reputation at Henley Business School. Kevin teaches on the Reputation & Responsibility module for Henley's global Executive MBA.

He is a chartered psychologist and former editor of both the *Journal of General Management* and *Manager Update*. He is also a director of several organisations, including the Positive Psychology Forum, iSolon and Edutain.

Kevin is interested in the foundations of functional identities, reputations and relationships at both a personal and organisational level. In 2014, he was appointed to advise the Evaluation Council of the UK Cabinet and Prime Ministers' Office. He advises on the measurement and evaluation of reputation and relationships across all government departments and arms-length bodies, including the Ministry of Defence, the Foreign Office and Her Majesty's Revenue and Customs.



Associate Professor Chris Dalton

Chris is Associate Professor of Management Learning and Subject Area Leader for Personal Development at Henley. He is co-module convenor of the Personal Development module taught across all of the Henley MBA programmes.

Chris has over 24 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, gained in 2000. He is a Henley-certified coach and online tutor, a practitioner of systemic business constellations and a Fellow of the Higher Education Academy (FHEA). 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.

The Henley approach to learning

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.

We understand 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 organise our teaching around real-world dilemmas and business choices.

Those who work while studying for their Executive MBA are able to add impressive work

to their portfolios while giving back significant value to their employers. The knowledge and skills you develop from our highly practical programme 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.

The Henley Executive MBA – Global provides tangible, significant and enduring skills, knowledge and connections.

“What I have noticed with the students is that they realise they're somewhere special and that the content of the course reinforces that. The two work together; most students find the Personal Development module changes them. It makes them think in ways they haven't thought before. We get them to confront things that they haven't before and reflect on issues in ways they haven't done before.”

Dr Anne Dibley
Executive MBA Programme Director

Collaboration

Henley puts the emphasis on collaboration rather than competition. Henley's global Executive MBA is highly participative – 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.

Personal Development

We recognise that one of your key objectives is to develop yourself as an individual and leader. We give you time and space for reflection and sense-making, allowing you to become more self-aware and pave the way for continuous personal development and growth. We also work with your strengths to develop and hone management skills and prepare you for the challenges of senior leadership in a global market.

We see personal development as the backbone of our programme, not only as a module to be studied separately. Therefore, there is a continuous element of personal development to support you through your journey.

Coaching

Coaching will play a significant role in your journey to become a better leader. A pool of internationally certified executive coaches will support you through a series of individual 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, gaining the maximum personal learning from every experience.

Academic Tutors

During your studies, you will be supported by our local Academic Tutors. 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.

Alumni stories



Aksu Tuominen
*Senior Associate
Castrén & Snellman*

“Henley teaches you how to develop strategic initiatives based on reality, essential for management”



Arno Aho
*Executive Editor-in-Chief
Kauppalehti/Alma Media*

“Highly recommended to anyone who is open-minded and active in international business”



Marika Auramo
*Managing Director,
Nordic and Baltic Region
SAP*

“I strongly believe in continuous learning and the power of networking”



Christoph Raudonat
*Director of Associations
International Conference
Services Ltd.*

“It's not about the destination of the MBA – it's all about the journey”

I had my previous master's degrees in Arts and Laws, but wanted to do something more practical, more empirical. With Henley's approach, you need the ability to make suggestions and proposals based on reality, which is essential for management.

During the programme, I did all my assignments for my law firm, which enabled me to learn more about running an expert-based business. Lawyers need to take a leading role in their companies and with their clients. Now that I'm in a senior position with my own support and junior staff, I feel I can be a better leader.

Henley has a good reputation and well-respected international professors with great contacts for networking. This helped me in building a wide network of colleagues and friends, and I'm continuing to deepen these relationships as an alumnus. I know I can easily phone and ask for a favour and get whatever I might need from different professions.

I felt that I would need more theoretical knowledge and training for my role on the management team of my company. So, my primary driver for the Henley Executive MBA was to develop myself professionally.

I am impressed by the pedagogic level of the professors and tutors at Henley. I also appreciated the way we were taught, made to think – and really had to work throughout the programme.

About six months into my studies, our company went through a large merger process of two stock-listed companies. This was a very challenging period for me. Several assignments I worked on during the programme were focusing on the challenges resulting from the merger and therefore highly beneficial for my company.

I am very satisfied with my Executive MBA experience. I nowadays have a wider theoretical knowledge and look at organisational issues from a different perspective. Overall, I am more comfortable with different work-related issues. I feel it's now easier to move forward in my career.

My motivation to start an MBA journey was to continue my learning and get new ideas and tools for my international career. I really wanted a programme that provided an outside-in view, so I could start expanding my thinking outside my normal daily and working life.

With my very busy working life, I valued a business school that could offer flexibility and enable me to tailor my study journey based on my personal objectives and desires. Additionally, I really appreciate the international contacts Henley provides.

At first, I was worried about my time management, but the Academic Tutor Henley assigned to me was very supportive. She helped me to find and maintain the necessary discipline to progress through my studies and also to find the suitable balance between studying, work and personal life.

My company also definitely benefited from my studies. In one of my assignments, I analysed one of our processes and made an improvement proposal. Today, this new process has been implemented across several countries in Europe. Without this experience, and the new tools and frameworks I learned, I would not be as effective in my new role of being responsible for our company's strategy.

The main driver for me to complete an Executive MBA was to learn more about management and financial management, because I knew these were important to move into leadership and executive positions. I especially liked Henley's holistic approach with a strong focus on personal development.

For me, the Henley Executive MBA was an eye-opening experience and was the 'best time in my life'. Every programme member experienced a special level of appreciation, respect and inclusivity. Having the trust of others really helped me along the journey, enabling me to give it my best and become the leader I hoped I could be.

We all became part of the Henley alumni network that has extended far beyond the MBA.

In addition to the content provided in the programme, Henley gave me an opportunity to develop my courage, my resilience and the consciousness of knowing my own skills – who I am and what I can do. It's not only about winning, but also about learning from your failures. By knowing yourself, you can become a more complete manager and better leader.

Now I know my capabilities, competencies and shortcomings. I know I can do anything I want at any given time.

Become 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, truly global community of more than 97,000 business professionals in over 160 countries. And the benefits of studying at Henley Business School continue after you graduate.

The strength of our 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.

Henley Business School actively supports its Alumni Members' Network through learning and 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. Our alumni members make vital contributions to Henley's success by offering time, expertise and financial support as ambassadors, mentors, guest speakers, donors and friends.



The Henley Executive MBA – Global

The Henley Executive MBA – Global brings together a diverse group of experienced and talented business leaders in a unique learning context, blending global perspective with local relevance led by inspiring faculty and practitioners. Local workshops are combined with joint multinational sessions delivered in Finland and the UK. International study visits provide programme members with a variety of global experiential learning opportunities.

The programme has a modular structure and follows a six-week learning cycle, with 3–4 day workshops typically run once a month. Each module follows a learning pathway guiding programme members in pre-workshop reading and preparation, workshop materials, and post-workshop learning application and assessment.

The programme consists of three key stages:

Stage 1: Managing the Organisation

Stage 2: Making Choices – Context & Stakeholders

Stage 3: Making an Impact

The Henley Executive MBA – Global is arranged around 14 core study modules that deliver a comprehensive and wide-ranging framework for your studies. In addition, the programme includes a number of elective modules that allow you to specialise and a research-based project.

The Henley Executive MBA – Global in a nutshell

Start dates:	October
Duration:	2 months (with possibility for extension up to 7 years)
Mode of study:	Part-time
Workshop locations:	Denmark, the UK and Finland
Study visits:	South Africa and the US
Assignments:	11 practical assignments + final research
Language:	English
ECTS:	90

Class profile



Average years of leadership / management experience

11



International students

73%



Percentage of female to male programme members

35 / 65



Nationalities of programme members

58



Average salary increase 3 years after graduation*

52%

Henley statistics except where sourced, based on an average of 2022 – 2023 intakes.
*Financial Times EMBA Ranking 2023.

Developing outstanding business leaders

Stage 1 Managing the Organisation

During the first stage of the Henley Executive MBA – Global, you'll gain invaluable knowledge of the key principles of delivering goods and services by organisations, financial accounting, management accounting, finance and microeconomics.

You'll also learn the principles of effective people management and gain an understanding of the issues and practices that support the development of people's potential within organisations. During all modules, you will acquire leadership skills that you'll continue to develop throughout your MBA and beyond.



Stage 2 Making Choices – Context & Stakeholders

In the second stage of the programme, you will develop insight, knowledge and a clear understanding of strategic reputation and responsibility management. You'll learn how to identify and apply the fundamental principles of the strategic thinking process and offer insight into a variety of today's managerial issues and challenges.

In addition, you'll gain understanding of the managerial challenges within the global business environment, as well as the value of marketing as a strategic and tactical function in the context of social responsibility. You will also address how relationships are built and the importance of internal and external stakeholder management.



Stage 3 Making an Impact

In the third and final stage, you'll gain a complete understanding of major concepts, theories and models of leadership, change, culture and values. You'll also explore the capabilities and approaches that bind them all together.

Next, you'll undertake a major research-based project investigating a significant management or business problem. The result of this project will lead to actionable recommendations, before accepting an unrivalled opportunity to learn directly from the experts: our world-class faculty members.



Study visits



The international study visits enable you 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.

You will be able to work on challenges prevalent in emerging markets, such as South Africa, and experience first-hand interaction with cutting-edge innovation start-ups in the US.

You will learn to appreciate the differences of working in a foreign market and be able to apply your knowledge to manage successfully the issues and opportunities within an international context. During the study visits, you will have an opportunity to develop your consulting skills by interacting with a number of local companies and government entities.

“It was especially interesting to visit companies in different stages of development in Shanghai, some in start-up phase and others well-established. On my own, I could never have had access to the types of companies that Henley was able to open the doors to for us.”

Aksu Tuominen
Senior Associate, Castrén & Snellman

“Call us crazy, but everyone from our team would say we’d be willing to pay more for such a rewarding experience! This special week forced us to really understand what you can achieve when you unite with a professional multicultural team to deliver value.”

Jouni Heinonen
Management Consultant, Rohjeta Advisors

Career, leadership & professional development



The Henley Executive MBA – Global provides you with a fantastic opportunity for personal and professional development. 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 – Global aims to build self-awareness, self-reliance, confidence and resilience. The programme also includes a number of fun and experiential 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.

Henley Business School

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Important information

This brochure is correct at the time of going to print (March 2020). However, it may be necessary for Henley Business School to make some changes to the information presented following publication where strictly necessary, for example if an accrediting body requires us to make a change. To make an informed and up-to-date decision, please check our website for the latest information before applying to study. Henley Business School undertakes to take all reasonable steps to provide the services (including the courses) described in this brochure. It does not, however, guarantee the provision of such services. Should circumstances beyond the control of Henley Business School interfere with its ability to provide the services, it undertakes to use all reasonable steps to minimise any disruption.

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