

Henley Business School
Henley MBA by Flexible Learning
For members entering from 2009 onwards



Awarding Institution:	The University of Reading
Teaching Institution:	Henley Business School at the University of Reading
Faculty:	Henley Business School
Programme length:	36 months
Date of specification:	30 July 2009
Programme Director:	Chris Dalton
Board of Studies:	School of Management, Greenlands
Accreditation:	AACSB, AMBA, EQUIS

Summary of programme aims

The Henley MBA programme aims to **prepare programme members for senior leadership positions** by:

1. Developing a **strategic, holistic and integrated perspective** of business, organisations and management.
2. Developing knowledge and understanding of current and pervasive issues in business and management through access to **thought leadership** and **leading edge practice**.
3. Developing the knowledge, understanding and skills for management and leadership around three core themes:
 - **Choices:** that management and leadership is about making the right choices – both personal and organisational
 - **Values:** that character and integrity are as important as capability for managers and leaders
 - **Critical thinking:** that effective management and leadership require both innovative and critical thinking
4. Providing **personal development opportunities** to help programme members develop their management capabilities, their capacity for and commitment to continuous learning, and their capability to work in and to lead teams in different situations.
5. Integrating theory and practice through an approach to assessment that combines academic rigour with practitioner relevance **through work-based assignments, examinations and a research-based management project**.

Transferable skills

The Henley MBA by Flexible Learning is an intensive and international MBA programme.

- It is designed to help members develop their international management competencies. It enables them to improve their effectiveness and maximise their contribution to an organisation whilst also helping them to achieve their career potential.
- This international programme is conducted together with our partners in three continents: Asia, Europe and Africa. Members on the programme are encouraged to think strategically about business and management in a global context.
- This is a highly participative programme, which combines personal learning and group work. It emphasises personal development but uses individual and team based assessment. It is

delivered in a format that is based around a learning journey for participants which integrates aspects of personal development that focus on individual and collaborative learning.

The MBA by Flexible Learning is structured to allow participants to continue working in full-time employment while studying and to connect their learning to current global, international and organisational issues. Over three stages of roughly one year each, there are opportunities to engage career stakeholders in managerial issues and in programme activities. Members will develop their own areas of interest and expertise in the electives and the Management Challenge project and will focus on integrating their learning into their own personal development.

Programme content

Stage	Module Code	Module Title	Credits	Level
1	MBM1DM	<i>Dynamics of Management</i>	10	7
1	MBM1MPS	<i>Managing Projects, Systems and Processes</i>	15	7
	P			
1	MBM1MPP	<i>Managing People and Performance</i>	15	7
1	MBM1FR	<i>Managing Financial Resources</i>	20	7
1	MBM1PD1	<i>Personal Development 1</i>	0	7
2	MBM2GBE	<i>Global Business Environment</i>	10	7
2	MBM2STM	<i>Strategic Marketing</i>	15	7
	K			
2	MBM2CFG	<i>Corporate Finance & Governance</i>	15	7
2	MBM2SD	<i>Strategic Direction</i>	15	7
2	MBM2PD2	<i>Personal Development 2</i>	0	7
2	various	<i>Elective 1</i>	5	7
3	various	<i>Elective 2</i>	5	7
3	MBM3LC	<i>Leadership & Change</i>	10	7
3	MBM3RRH	<i>Reputation and Relationships</i>	5	7
3	MBM3MNI	<i>Manager as Investigator</i>	5	7
3	MBM3MC	<i>Management Challenge</i>	35	7
3	MBM3PD3	<i>Personal Development 3</i>	0	7

Part-time study arrangements

Members are enrolled within intakes and are expected to use a blend of individual and group self-study methods online and face-to-face at workshops. Workshops at the start of each stage are compulsory. Each intake is built around a schedule of workshop dates, assignment due dates and examination dates. Within overall registration there is flexibility to complete assignments and exams at different rates. Members experience a total of 26 days contact time over 3 years as shown at Appendix 1.

Additional support workshops may be made available during the three years. E-electives do not run with a workshop component, though some access to the taught electives from other modes of study may be granted.

Progression requirements

Programme members must pass each assessment in a module with a minimum pass mark of 50%. Each module's assessment must be passed. It is expected that all the modules in each stage are completed prior to entry to the next stage of the MBA. However, Programme Members may progress at the discretion of the Programme Director. Progression is managed by Personal Tutors, Programme Managers and Administrators and, to an extent, by the encouragement of peer

learning teams. All personal development assessment must be submitted in order to progress. A programme member may be withdrawn due to lack of progression which is at the discretion of the Programme Director.

One free re-sit is permitted for the first module, Dynamics of Management, then one further re-sit per stage and one re-sit is permitted for each elective assignment in each stage.

Members registered on the Postgraduate Diploma may not proceed to Stage 3 without first completing all assessment at Stages 1 and 2.

The following forms the options for assessment used in the MBA by Flexible Learning:

- Individual assignments for all core subjects, which may cover single subject areas or integrate two or more subject areas. Individual subject assignments are typically 5,000 words in length and integrated subject assignments may be longer. Electives are assessed by individual assignments, typically 2,500 words in length. Assignments are based on member's own choice of organisation, predominantly the one they are working for.
- Two examinations are held, one in Stage 1 and one in Stage 2. Electives, Personal Development, Global Business Environment, Dynamics of Management and all Stage 3 subjects are not examined.
- A Management Challenge individual research project. Manager as Investigator is not assessed as such but will lead to the development of a proposal for the Management Challenge.
- Personal development – formative but required assessment involving personal development planning and review and reflection on learning at close of each of the three Stages. Personal Tutors provide development assistance and feedback.

Summary of teaching and assessment

Assessment of behavioural skills will be achieved in conjunction with the summative and formative assessment of knowledge and understanding outcomes, and additionally through the personal development process that accompanies the academic learning journey. The assessment of personal development will be formative in nature and is a required submission.

Programme members will complete a personal development plan, a review and reflection on their learning at the end of each Stage. Personal Tutors will provide developmental assistance and feedback to Programme Members.

This MBA programme has an approach to teaching and learning that is appropriate to a particular mode of study, whilst reflecting the distinctive emphasis of Henley.

Methods typically associated with learning transmission:

- Lectures and presentations: face to face or online with digital support materials
- Self-study: directed and self-directed, online using web-based resources or paper-based materials

On the Flexible Learning mode of study, methods associated with transactional or transformational approaches to learning include:

- Research
- Collaborative learning
- Co-operative learning
- Case studies
- Problem-based learning
- Study visits (as an elective option)

Self-study, becoming more self-directed as the MBA progresses, is the primary form encountered on the Flexible Learning programme. This typically represents at least 50% of the total study hours. On-line learning resources extend the workshop interaction, providing resources that outline core theory and content or provide supplementary activities to embed learning. Text based resources will be interspersed with multi-media materials containing video and audio files that include tutor discussions of topics, lectures, case examples from companies. On-line resources will be made available at the start of a Stage. To get full value from face-to-face events, members are expected to familiarise themselves with the relevant study material before attending. In addition there will be further suggestions for directed and self-directed study after workshops and in the tutor-monitored discussions forums.

For Masters Degrees

To attain the MBA members must gain a mark of at least 50% or more overall for each Stage and element within a Stage, and a combined exam result of at least 50% with no examined element below 40%.

Members may exit Stage 1 with a Post-graduate Certificate and Stage 2 with a Post-graduate Diploma.

Admission requirements

To qualify for entry to the programme, applicants must fulfil the core requirements outlined below:

- Hold a first degree from a British university or equivalent
- Have at least three years of management experience
- Applicants without a first degree from a British University or its equivalent may be accepted onto the Postgraduate Diploma programme subject to at least 3 years management experience, or may be accepted onto the MBA programme subject to at least 10 years management experience

Under the category of equivalent qualifications are degrees from recognised international universities and a number of professional/vocational qualifications.

Management experience will be evidenced by at least three out of the following list of seven types of managerial activity (not in any order of priority):

1. Demonstrable involvement in shaping managerial decisions that affect events beyond standard daily operational activities.
2. Co-ordinating the work of others in a team.
3. Responsibility for meeting financial targets that rely on the efforts of more than one person.
4. A requirement to structure and order ones own work activities over a period of more than one month to solve problems and deliver results.
5. A defined responsibility for improving the performance of people, processes or technology.
6. A role that primarily achieves results through influencing others rather than through direct authority.
7. Experience of working internationally or of relevant multicultural exposure.

Candidates whose first language is not English must normally pass one of a number of prescribed English Language tests.

Applications from candidates who do not meet the normal entry qualifications go before an Admissions Panel. In such cases the Admissions Panel will consider all of the relevant evidence including the applicant's seniority, responsibilities, qualifications, career progression, references and overall quality of application.

Under the category of equivalent qualifications are degrees from recognised international universities and a number of professional/vocational qualifications.

Permitted exemptions are shown at Appendix 2. Requests for exemptions are only considered at the time of application to join the programme.

The Admissions Tutor is the Programme Director.

Support for members and their learning

University support for students and their learning falls into two categories. Learning support includes IT Services, which has several hundred computers and the University Library, which across its three sites holds over a million volumes, subscribes to around 4,000 current periodicals, has a range of electronic sources of information and houses the Student Access to Independent Learning (S@IL) computer-based teaching and learning facilities. There are language laboratory facilities both for those students studying on a language degree and for those taking modules offered by the Institution-wide Language Programme.

Student guidance and welfare support is provided by Personal Tutors, School Senior Tutors, the Students' Union, the Medical Practice and the Student Services Centre. The Student Services Centre is housed in the Carrington Building and includes the Careers Advisory Service, the Disability Advisory Service, Accommodation Advisory Team, Student Financial Support, Counselling and Study Advisors. Student Services has a Helpdesk available for enquiries made in person or online (www.risisweb.reading.ac.uk), or by calling the central enquiry number on (0118) 378 5555. Students can get key information and guidance from the team of Helpdesk Advisers, or make an appointment with a specialist adviser; Student Services also offer drop-in sessions on everything from accommodation to finance. The Carrington Building is open between 8:30 and 17:30 Monday to Thursday (17:00 Friday and during vacation periods). Further information can be found in the Student Diary (given to students at enrolment) or on the Student website (www.reading.ac.uk/student).

Henley Business School provides a range of support for Programme Members and their learning. The Academic Resource Centre is the School's on-site information resource, holding an extensive and carefully selected collection of print and electronic resources. It is complemented by the online Learning Resource Centre, which provides remote access to a wide range of items, including business and management databases, reading lists, the Academic Resource Centre catalogue, online dissertations and MBA resources. IT resources in the Library are enhanced by the IT resources across campus.

The HenleyConnect portal is the virtual learning environment supporting students studying on the Henley MBA programme. It is designed to allow Programme Members to work together and as individuals in a single online workspace and contains core MBA learning materials as well as links to materials within the Learning Resource Centre.

Pastoral care is provided from several sources but a key part is played by Personal Tutors. Each Programme Member is allocated a Personal Tutor, who has a number of roles including the provision of pastoral support to help them overcome any personal obstacles they encounter in the learning process, whether these are teaching, study concerns, or work-life balance issues. Personal Tutors also support the Personal Development element of the Henley MBA. In addition students are able,

where necessary, to access some of the support services of the wider University, such as the Disability Office and the Study Advisors.

Career prospects

Henley Business School at its Greenlands campus offers an opt-in careers support service for self-funded candidates, as well as general access to events allowing networking between programme members and the corporate links at the business school.

Opportunities for study abroad or for placements

No opportunity for placement. Programme Members may attend the International Business Environment Electives which make an overseas visit.

Educational aims of the programme

The educational aims of the programme are related to the assessment of behavioural skills, along with the summative and formative assessment of knowledge and understanding outcomes, and additionally, through the personal development process that accompanies the academic learning journey. The specific programme outcomes are presented below.

Programme Outcomes

Knowledge and Understanding

A. Knowledge and understanding of:

1. **The impact of contextual forces on organisations** including the historical development and purpose of organisations; legal systems; ethical, economic, environmental, social and technological change issues; international developments; corporate governance
2. **The role of the manager in organisations;** leadership roles and styles; leading and implementing major change; key dilemmas and choices of management and ethical leadership, including the management and development of people and HRM
3. **The concepts and processes in core business areas,** including:
 - the production and marketing of goods and/or services
 - the management of resources and operations including the use of information systems
 - the financing of the business enterprise or other forms of organisations; sources, uses and management of finance
 - use of accounting for managerial and financial reporting applications; corporate finance
 - the financial implications of strategic decisions, and their impact on corporate governance
4. **The principles and applications of a range of research methods/techniques,** both qualitative and quantitative, and an understanding of their strengths and limitations for providing information and evaluating options in an uncertain organisational environment

Teaching/learning methods and strategies

Methods typically associated with learning transmission:

Lectures and presentations: face to face or online with digital support materials
Self-study: directed and self-directed, online using web-based resources or paper-based materials

Methods associated with transactional or transformational approaches to learning:

Research
Collaborative learning
Case studies
Problem-based learning

Assessment

Each module contains an element of subject-specific knowledge and understanding.

Please see Appendix 1 for a summary of the assessments pertaining to each module.

Cognitive and Intellectual Skills

<p>B. Cognitive and Intellectual skills. Demonstrate:</p> <ol style="list-style-type: none">1. Numeracy and business research skills: including the use of models of business situations and ability to conduct research into business and management issues with the minimum of guidance.2. Analytical and critical thought: with critical awareness can undertake analysis of complex, incomplete or contradictory areas of knowledge communicating the outcome effectively3. Synthesis: with critical awareness can synthesise information in a manner that may be innovative, utilising knowledge or processes from the forefront of the discipline of management	<p>Teaching/learning methods and strategies</p> <p>Methods typically associated with learning transmission:</p> <p>Lectures and presentations: face to face or online with digital support materials Self-study: directed and self-directed, online using web-based resources or paper-based materials</p> <p>Methods associated with transactional or transformational approaches to learning:</p> <p>Research Collaborative learning Case studies Problem-based learning</p> <p><i>Assessment</i></p> <p>Each module contains an element of building intellectual skills, with the Management Challenge being a critical assessment of skills related to synthesis and analysis.</p>
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Practical / Behavioural Skills

C. Practical skills – able to:

1. **Work collaboratively and effectively in a group:** both as a team member and leader, clarifying tasks, recognising and making best use of the capabilities and contributions of others, to gain maximum group performance, team selection, delegation, development and management, handling conflict with confidence, sensitivity to the value of diversity
2. **Demonstrate self-awareness and evaluation:** is an independent and self-critical learner, aware of their impact on others and is reflective on own and others' functioning in order to improve practice and continuing professional development
3. **Learning:** is able to use the full range of learning resources and learns through reflection on practice and experience in both face-to-face and virtual learning contexts
4. **Mastery in managerial communication:** listening, negotiating and persuading or influencing others; oral and written communication, using a range of media, including the preparation of business reports, in academic and professional environments with a range of specialists and people at different levels of the organisations

Teaching/learning methods and strategies

Methods typically associated with learning transmission:

Lectures and presentations: face to face or online with digital support materials
Self-study: directed and self-directed, online using web-based resources or paper-based materials

Methods associated with transactional or transformational approaches to learning:

Research
Collaborative learning
Case studies
Problem-based learning
Study visits

Over the course of the programme, face-to-face learning events directed at practical skills will use a mix of the following active learning techniques:

- Socialisation processes
- Team-based and individual problem solving
- Case study analyses
- The use of creative arts (on-line and video media, visual arts) to explore business problems
- Inquiry and problem-based learning
- Use of the Virtual Learning Environment (HenleyConnect)

Assessment

Each module contains an element of building practical skills, and in particular the personal development module focuses on a variety of such skills. Please see Appendix 1 for a summary of the assessments pertaining to each module.

Please note - This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in the module description and in the programme handbook. The University reserves the right to modify this specification in unforeseen circumstances, or where the process of academic development and feedback from members, quality assurance processes or external sources, such as professional bodies, requires a change to be made. In such circumstances, a revised specification will be issued.

Appendix 1

Detailed Outline of Assessments for MBA by Flexible Learning

	Programme Element	Study hours	Contact Days (Henley Based)	Assessment Requirement
Stage 1	Dynamics of Management	100	1.5	Individual Report
	Managing People and Performance	150	2	Individual Report
	Managing Projects, Systems and Processes	150	2	Individual Report
	Managing Financial Resources	200	2	Individual Report
	Examination 1		1	3 Subjects (MPP, MPSP, FR)
	Personal Development 1		1.5	Individual Report
	Total for Stage 1	600		
	Stage 2	Strategic Marketing	150	2
Global Business Environment Strategic Direction Corporate Finance and Governance		100 150 150	4 in total	Individual Report Integrated Management Project
Elective 1		50	Online	Varies with subject
Examination 2			1	STMK, SD and CFG
Personal Development 2			1	Individual Report
Total for Stage 2		600		
Stage 3		Leadership and Change	100	1.5
	Reputation and Relationships	50	1	Individual Report
	Elective 2	50	Online	Varies with subject

	Manager as Investigator	50	2.5 including Management Challenge	Proposal for Management Challenge
	Management Challenge	350		Individual report
	Personal Development 3		Online support	Individual Report
	Total for Stage 3	600		

Appendix 2

Exemptions

1. Professional bodies

Holders of full membership of the following professional accounting bodies may be granted exemption from the **Managing Financial Resources** module:

Association of Chartered Certified Accountants
Institute of Chartered Accountants in England and Wales
Institute of Chartered Accountants in Scotland
Institute of Cost and Executive Accountants
Association of International Accountants
Chartered Institute of Management Accountants
Chartered Institute of Public Finance & Accountancy

Requests for exemptions are only considered at the time of application to join the programme.

When granted, applicants will not need to submit the individual assignment for that subject but must sit the whole of the examination at the end of Stage 1. For this reason programme members receive all materials. No fee reduction will be made.