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*Designed by The Connection Group Ltd., 10/02*



HENLEY MANAGEMENT COLLEGE

# the henley mba

- AN EMPLOYER'S GUIDE





## introduction

This brief guide is designed to introduce you, as an employer, to the Henley MBA and to demonstrate to you the great benefits of sponsoring and supporting your employees on our programme.

We know that you receive many requests from individuals in your organization to support their career development and learning. Increasingly, some of your key managers will be seeking support for MBA qualifications. Many will be hoping that you will support them in their choice of the Henley MBA. Clearly, we wish to encourage you to choose the Henley MBA and we are confident that this guide will persuade you that this is the right choice for you, your managers and your organization.

*Professor Stephen Watson  
Principal  
Henley Management College*

## executive summary

### *10 reasons why the Henley MBA is the right choice for you and your employees*

1. You can retain and motivate your best people
2. They can integrate their studies and their work with minimal disruption to the organization
3. They will apply leading-edge knowledge to business situations from the moment they start the programme
4. You will see a continual improvement in their business awareness and management skills
5. They will develop team-working and team management expertise
6. They can study flexibly, when it suits them.
7. They can continue to study on the programme, even if they move with the job
8. They have to do six "mini-consultancy" projects, applying what they have learnt to the organization and a major strategy project and dissertation on a key issue facing the organization
9. They do the MBA in three parts, so you can monitor their progress and ensure that you are getting business value
10. Their confidence in their ability to manage will grow and they will be committed to continuous professional development.

### *Winning the Talent War*

It goes without saying that a skillful, well-trained workforce is a critical asset to any organization. In today's knowledge economy, the value of a company is expressed less in terms of tangible assets and more in terms of the intellectual capability, knowledge and expertise of the people who work there. Now, more than ever, therefore, continuous learning can be a real source of competitive advantage. Successful companies have always known that investment in training pays in the long term. The traditional 'psychological contract' between employer and employee (you give me a job for life and I will devote my energies to the company) has been largely superseded.

### *Why an MBA?*

Of course, committing to continuing education and lifelong learning does not have to mean sending somebody on an MBA programme, but for an ambitious manager with aspirations to senior management responsibilities, an MBA from a leading business school like Henley has become virtually the default management qualification worldwide. For a manager with an existing degree or equivalent qualification, significant experience in a line role and the determination to develop his or her knowledge and skills to take on a broader general management role, an MBA can be an ideal preparation.

## the henley mba – benefits to employers

Talented individuals will stay in your organisation and devote their energies and creativity to furthering the company's aims only if they can see that their work is developmental, allowing them to create the sort of expertise and capability which have real value on an open labour market. The paradox then is that savvy companies, in order to retain their best employees, have to invest significantly in their development and marketability.

Obtaining an MBA qualification, particularly one earned through part-time or flexible study, is an indicator of intellectual capability, determination and the ability to balance successfully work, private life and educational demands. Studying for a Henley MBA is not a challenge to be undertaken lightly and indicates that a manager is serious and determined about realising his or her aspirations.



*“Henley’s professionalism is outstanding. Very pleased that the college was tolerant of conflicting professional commitments and therefore flexible on timing.”*

john j. dimech  
senior crude oil trader  
shell international trading



### *Applying Knowledge to Business Problems*

An MBA demands the ability to rapidly acquire and understand new concepts but more importantly, also to see how they can be applied directly to business situations.

It encourages executives to view business problems in a holistic fashion and become aware of the implications of their decisions on other parts of the business. It ensures that managers are aware of the broader impact of business on society and the role their company plays.

### *Building and Broadening Managers’ Abilities*

Employers can also gain in other ways from the Henley MBA. We build on your managers existing skills, abilities and expertise and broaden those by exposing them to the latest thinking in management and addressing areas – finance say, or strategy – where the manager may not have had adequate experience in the past.

The Henley MBA 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, who meet together periodically but communicate using modern technology. As a paradigm for the future world of work, the Henley MBA programme provides useful lessons for the management of modern organisations.

### *Structuring the MBA around your needs*

Henley's distinctive capability is in the provision of management education, to practicing executives in work. We structure the Henley MBA programme in such a way as to anchor the learning process centrally in the programme member's own organization. Each subject in Parts 1 and 2 of the MBA programme has an assignment – like a mini-consultancy project – in which programme members have to demonstrate their mastery of the subject by applying what they have learned to their own organisation. In so doing, your organization can benefit greatly from fresh insights and latest thinking on management issues. This is all the more so in Part 3 of the MBA when each MBA programme member has to do a major strategy project, typically on their own organisation, and a dissertation which deals with a major issue facing the organisation.

Recent topics have included the introduction of a balanced scorecard, the implications of e-business, post-merger integration, entering into emerging markets etc. In addition to investigating the programme member's own organisation, they must also demonstrate their familiarity with the latest thinking on their topic.

This also gives them an opportunity to demonstrate their conceptual ability and offers their sponsoring organisation an opportunity for serious research and reflection on organizational practice.

As a leading provider of executive education for more than 50 years, Henley has always sought to structure and organize the delivery of its MBA programmes in such a way that busy executives in demanding jobs can readily integrate their studies with their work. Thus, Henley's portfolio of MBA programmes comprises of variants of flexible, part-time and distance learning modes which enable individuals to select the type of programme which most closely approximates to their preferred learning style and the rhythm of their working life. Should circumstances change, there is flexibility in the Henley system to cope with this and to allow programme members to change between modes. Similarly, if a manager in your organisation is doing the Henley MBA and has to move to another location – perhaps internationally – there is sufficient flexibility built into the system to enable him or her to complete the programme in their new location.





*Supporting the Learners' Needs –  
Anywhere!*

One of the most popular modes of study for the Henley MBA is the Distance Learning/e-Learning version of the programme. This is offered globally to more than 7,000 students around the world.

In many countries the students are supported by a local Henley Office or Representative or by a prestigious local Associate organisation.

The countries covered by these arrangements are currently as follows:

*Belgium and Luxembourg*

*Croatia*

*Cyprus*

*Denmark*

*Estonia*

*Finland*

*Germany*

*Greece*

*Hong Kong*

*Ireland*

*Malaysia*

*Malta*

*Netherlands*

*New Zealand*

*Singapore*

*South Africa*

*Sweden*

*Switzerland*

*Trinidad*

*Vietnam*

Even where a country is not covered in this list we can provide support directly to enable successful completion of this programme.

### *Demonstrating the Quality of the Henley MBA*

There are many reputable providers of MBAs. A good guide to quality is possession of accreditation from the major business education accreditation bodies around the world. Henley is accredited by AMBA in the UK, EQUIS in Europe and the AACSB in the USA – a powerful demonstration of the quality of our courses and a reassurance that our processes and outcomes are monitored and reviewed on a regular basis by independent panels of experts. You can be confident, therefore, that the quality of teaching on the Henley MBA is high and that the academic processes are rigorous and relevant.

*“Henley MBA is a real practical experience and not just a theoretical management course. It is a real challenge to students abilities requiring dedication and commitment.”*

bashir hansaj  
european project manager  
pfizer healthcare

*“I now have a much clearer understanding of the science of management, which I had originally learnt, by chance, and observing others.”*

richard elliot  
project director  
john brown hydrocarbons ltd



### *Your commitment to the programme*

We believe that sponsoring one of your managers on the Henley MBA can provide you with powerful benefits, but in order to realise these benefits, we require your help and assistance. You need to be aware of the demands which the MBA will place upon managers in your organisation. Our programmes are structured in such a way that well organised individuals should be more than capable of combining them with a full-time managerial load. Nevertheless, experience indicates that there will be times in the Henley MBA programme – eg: at exam time, when managers will require some flexibility. Experience shows that a flexible attitude by employers generally pays dividends in such situations as the motivation of their managers increases correspondingly.

There are substantial advantages to organisations from the assignments and projects which their managers complete, this requires the organisation to be helpful and supportive in providing access to key information in order for the individual to carry out their assignment. We understand that some information is likely to be commercially confidential, and we have well-established systems and processes for dealing with this.

In the past, some employers have placed their managers on MBA programmes either as a reward or perhaps as part of their talent retention strategy. There is nothing wrong in this approach per se, but, our experience shows that simply placing someone on an MBA programme will not necessarily achieve these objectives. The purpose of an MBA programme is to educate an individual and for education to take effect, the individual will change. They will change in terms of the skills they learn and also by their exposure to other sectors and companies. As a result, their confidence will increase and their aspirations may also change. Sometimes these changes are more apparent to others in the work situation than they are to the programme members themselves. In other cases, the MBA can generate frustration and 'itchy feet'. Astute employers recognise that this change process will happen and respond to it by thinking pro-actively about the challenges which they can offer individuals doing an MBA programme.

### *Projects and Placements*

Even if you do not regularly sponsor employees on MBA programmes, there may be times when you would welcome the input of an MBA student to help with an internal project. Companies regularly liaise with us to provide project placement

opportunities for current students enabling them to complete assignments, projects and dissertations. This can be mutually beneficial for student and company alike and can often lead to longer term relationships.

### *Can We Help You?*

We would be pleased to share with you our experience of meeting the management development needs of organisations.

To arrange a personal visit or a discussion:-

**Contact:** Mrs Lynne Stone  
Business Development Director  
Graduate Business Studies  
Henley Management College  
Tel: 01491 418802  
Fax: 01491 418899  
E-Mail: [lynne.stone@henleymc.ac.uk](mailto:lynne.stone@henleymc.ac.uk)



*“An excellent course which has helped  
me to achieve my career objectives.”*

ian holdsworth  
it project manager  
hsbc bank

## testimonials from employees who have been sponsored on an mba

'My MBA has really helped me grow from a Senior Manager into the Board Position I hold today. Throughout the programme the most entertaining material has challenged the very way I think and given me a whole new perspective on life as well as my career.'

*Philip Bell – Director of Projects  
Alstom Transport Information Systems*

'The MBA gave me confidence to work outside my technical discipline, and to ask the difficult questions. It has accelerated my move into general management which is a good thing in that it has broadened my scope and influence, BUT it has reduced the amount of time I spend driving vehicles!'

*Stephen Swift – Head of Vehicle Engineering  
Group Lotus Plc*



'The Henley programme provided me with a much deeper and wider understanding of the business environment I evolve in. It enabled me to gauge my strengths and weaknesses as a manager. It strengthened my self confidence and definitely opened up new job opportunities. Furthermore, my MBA dissertation on UK and French Privately-Financed Concession Contracts enabled me to strengthen my credibility and expertise as a project financier'

*Christian Grandjean  
Vice President, Entenial*

'I have broadened my skills from a specialist to a generalist and acquired helicopter vision and an awareness of the global nature of business. I now have a framework and a toolkit of working models against which to use my considerable practical experience. My mind is trained to rise above the minutiae to gain a strategic perspective, without losing focus on the detailed implications of decisions and actions. It is now my passion to keep my skills and knowledge up to date in today's fast changing environment. I have become more impatient with mediocrity and with frustrated with poor business practices. My job function has changed completely from being a marketing specialist to firstly working as an internal

consultant and latterly as a change manager, implementing an IT based programme of business process re-engineering and culture change.'

*Sandra Lawes – Managing Director  
Marketing on Tap*

'On one level the Henley programme helped me stand back from the organisation I was with at the time and improved my understanding of our wider business environment and the steps we needed to take to develop in the future. On another level, the programme enabled me to make immediate improvements to the way the company was managing and delivering projects.'

*Chris Steel – Member of PA's Management Group  
PA Consulting Group*

'I am able to match experience with theory better and approach issues more logically, than just relying on instinct to give me the 'right' answer. My MBA has qualified me to enter the consultancy market as a credible business consultant and complements my practical experience. I now have the flexibility to decide my own future and way of working.'

*John Chapman – Managing Director  
MCG Consultancy Ltd*

organisations sponsoring and supporting henley mba participants

ABN AMRO	Compaq	IBM	Nat West	Scandinavian Airlines System
Allianz	Conterm	ING Barings	National Australia Group	Scania
Alstom Power	Daimler Chrysler	Innovex	News International	Seege AB
Amazon	Daimler- Chrysler	Intel Corporation	Nippon Utilities Management.	Shell
AMP	Danfoss	Investor AB	Nokia	Shell
Anglovaal	Danske Bank	ISS	Nokia	Siemens
Astrazeneca	Dell Computer Corporation	Johnson & Johnson	Norsk Hydro ASA	Siemens Communications
Auchan	Deutsche Bank	Johnson Controls	Nortel Networks	Skandia
Avaya	Deutsche Telekom	Johnson Matthey	Novartis	Skanska
Avis Europe	DHL World Wide Express	JP Morgan	Novo Nordisk	Solvay
Bang & Olufsen	Dow Corning	Kimberly Clark	Oasis Trust	Sonera
Barclays Bank	Dresdner Kleinwort Benson	Kodak	Oracle Group	Sony Ericsson
Bayer	Dun and Bradstreet	KPMG	Orange	Standard Bank
Beiersdorf	Electrolux	Kuwait Petroleum International	Orion	StoraEnso
BG Group	Electronic Data Systems	Kvaerner	Osram	Syntegra
BMW	Eli Lilly	LEGO	Otis	Tetra Pak
BOC Group	Ericsson	Lloyds TSB	Pfizer	TietoEnator
Boehringer Ingelheim	Eskom	Lotus Development	Philips	Toshiba
BP Amoco	EHoffmann-La Roche	Lucent Technologies	Posten	TotalFinaElf
Bristol Myers Squibb	FirstRand	Lufthansa	PowerGen	Toyota
British Airways	Ford Motor Company	Maersk	PricewaterhouseCoopers	Twentieth Century Fox
BSkyB	Fortum	Makro	Prudential	UBS Warburg
BT Group	Foster Wheeler Energy	Marconi	Puma	Unilever
Cable & Wireless	Fujifilm	Merck Sharp & Dohme	Rhein Biotech	Unisys
Cap Gemini Ernst & Young	Fujitsu	MITIE	Royal Bank of Scotland	Vodacom
Carlsberg	Gillette	Monsanto	Royal Sun Alliance	Volkswagen
Chevron	GlaxoSmithKline	Morgan Stanley	SAAB	Volvo
Ciba	Guinness	Motorola	Samsung	Warner Music
Cisco Systems	Hewlett Packard	Motorola	SAP	
Citibank	Honda	MP38	Scandic Hotels	

