Ashridge courses are very different from traditional business schools and executive education providers. We design our programs to be practical, highly relevant and above all focused on real issues you may be facing in your organization. Drawing on our faculty’s extensive experience in designing degree programs, executive education and coaching, we deliver programs that combine academic credentials with real world experience.

Ashridge’s management degrees have been chosen by business executives from all over the world for the direct relevance they have to their businesses. Grounded in the extensive, cutting-edge research we carry out in partnership with some of the world’s leading organizations, our degrees have an immediate impact, giving you a deeper understanding of the fundamentals of management and leadership and equipping you with the knowledge and skills to progress your career, and develop as a leader.

Designed for busy working professionals, the Executive Masters in Leadership and Management has a fresh, flexible, and self-directed learning approach. The degree can be delivered fully online, bringing the Ashridge Experience to you, wherever you are.

Practice and impact provide the backbone to this program. However, also expect to learn about yourself, traditional business school subjects and an in-depth focus on the issues faced in your organization. This practical application will help make a real impact on you and your organization from day one. This degree is available to anyone from around the world who meet the entry requirements, but in the UK it is also delivered as a Senior Leader Degree Apprenticeship in England (level 7) and can be fully employer government funded.

We want to help you stretch yourself, to learn and improve, to meet new people and to flourish in our exciting Ashridge virtual environment. You’ll need to be determined and motivated, but just bring those qualities and we promise we’ll be with you every step of the way.

Ilze Zandevoort
Program Director, Executive Masters in Leadership & Management

“If you’re looking for a flexible program that has immediate impact, I believe the Executive Masters in Leadership & Management is unequalled.”
"My key objective was to update my theoretical knowledge of management. The reason is that nowadays it becomes more and more challenging to do business effectively due to numerous factors such as competitor pressure, market turbulence and the need to keep staff motivated and engaged. In order to be successful it is essential to know what theoretical management models are, how to apply them, when and why. On the other hand, there is a great deal of accountability to lead a function in a huge, successful, multinational FMCG company, which does require a successful leader to be able to cope with all areas of management. Masters in Leadership and Management provides the opportunity to gain comprehensive knowledge on management, thus building grounds for a participant to become successful at work."

Dmitry Shustrov
General Director
JTI Yelets
Executive Masters in Leadership & Management

Ashridge’s Executive Masters in Leadership & Management is designed for busy working professionals and combines traditional business school subjects with an in-depth focus on issues faced at your workplace.

Overview
Delivered 100% online, and complemented with optional face-to-face Masterclasses* held at Ashridge, this degree will make a real impact on you and your organization from day one, while offering you maximum flexibility to fit this qualification around work and personal commitments.

This program has been designed and successfully delivered by Ashridge to over 300 students worldwide. Taking our long-standing experience and unique insights, this program was recently redesigned to be even more relevant, more practical and more innovative. Whether you are new to the business world or you are a seasoned professional, this degree will provide you with a deeper understanding of the management practices of leadership, strategy, marketing, finance, technology and innovation, team, and change management. It focuses on immediate practical application and will enable you to demonstrate insight and knowledge to your employer even while you are studying through live assignments and case studies.

Who it is for?
This program is ideal for working professionals who are looking to stretch themselves, to learn, and improve in leadership and management practices using a fresh, flexible, self-directed learning approach.

This online degree is suitable for working professionals like you who want:
• To earn an internationally recognized and relevant Masters degree that helps make an immediate impact in your job and for your organisation
• To learn in a modern online environment that is flexible around your schedule
• To focus on a specific area or challenge in your organisation
• To be more effective in your current job

Senior Leader Degree Apprenticeship
By design, it is the ideal program to be delivered as a degree apprenticeship in England, which allows it to be fully employer/government funded.

If you are living and working in England and would like to know more about the various funding routes to this degree, please contact our Apprenticeships Team on apprenticeships@ashridge.hult.edu

A flexible and personal degree
Choose between three entry points each year in January, May, or September to start or continue your studies. Each module is taught virtually over a period of 12 weeks, followed by a one month break (April, December, August). The degree is split into three ‘pay-as-you-go’ stages so you can manage your finances and study to suit your career and personal life. Study is through self-directed learning, meaning that you select your assignments and then choose the content online that you need to complete them.

A virtual degree
Through the Learning Zone and Virtual Ashridge you will access your program materials through an easy to use online environment. It is packed full of articles from thought leaders and support materials specifically curated for this degree by Ashridge Executive Education tutors. It is also home to an ever growing virtual library of case studies and other features.

Each module is complemented by a one-day, face-to-face Masterclass held at Ashridge, bringing together participants from Certificate and Diploma stages, creating an exciting and invaluable networking and learning opportunity.

*Masterclasses are optional for international students and mandatory 60% attendance requirement for all participants who are funded through the UK Degree Apprenticeship Levy scheme.

Benefits for participants
• To be more effective in your current job
• To earn an internationally recognized and relevant Masters degree that helps make an immediate impact in your job and for your organisation
• To learn in a modern online environment that is flexible around your schedule
• To focus on a specific area or challenge in your organisation
• To be more effective in your current job

Benefits for your organisation
• Your organisation will benefit from ten business projects as you become an informed and committed ‘internal consultant’, which will help improve processes, save money, increase efficiency or highlight and combat weaknesses
• New ideas and best-practice solutions from participants in other countries and sectors can be shared with your organisation
• Studying online reduces the cost and time spent on travel

A practical degree to suit your lifestyle and aspirations
Ashridge’s Executive Masters in Leadership & Management allows you to balance work with graduate degree studies in a completely flexible way. Since the curriculum resides online, you have control over when and how you study, which assessment you choose, what resources you use, and what work-based research you undertake.

There are no examinations. Instead, you are assessed by work-based assignments, online discussions and a final project. The assignments allow you to immediately apply your learning and make a measurable impact to your daily work, providing a tangible benefit to your employer from day one.

Benefits for participants
• Gain a thorough understanding of leadership and management
• Sharpen your skills as a leader, communicator and strategic thinker
• Gain a global perspective on current business issues and challenges
• Apply your learning immediately in your job
• Gain a thorough understanding of leadership and management
• Sharpen your skills as a leader, communicator and strategic thinker
• Gain a global perspective on current business issues and challenges
• Apply your learning immediately in your job

Benefits for your organisation
• The programme is run by the triple accredited, top ranked Ashridge Executive Education
• It is designed to make a measurable and positive impact to your team and area of work immediately thanks to the practical assignments
• Your organisation will benefit from ten business projects as you become an informed and committed ‘internal consultant’, which will help improve processes, save money, increase efficiency or highlight and combat weaknesses
• New ideas and best-practice solutions from participants in other countries and sectors can be shared with your organisation
• Studying online reduces the cost and time spent on travel

“I commenced employment straight from school and have built a very rewarding career. However, I lack any formal postgraduate qualification and feel this could be the differentiator if my career were to take a different avenue moving forward.”

Adrian Davies
Community Leader
Barclays (U.K.)

Tel +44 (0) 1442 902204

www.hult.edu/exec
Executive Masters in Leadership & Management

Three stages to a Masters
The Online Masters in Leadership & Management is divided into three compulsory postgraduate stages: Certificate, Diploma and Masters. At the Certificate and at the Diploma stage you will need to complete three modules: People, Processes, and Performance. You will learn in a modern virtual environment and focus on a specific area of interest or challenge in your organization. When you join the program determines which module you will start with, as we run them on a rolling, "sequence neutral" basis. Each module is offered once per year (both at Certificate and at Diploma level) and is followed by a one month break to allow you time to refuel, while offering you maximum flexibility to fit this qualification around work and personal commitments.

1. Postgraduate Certificate stage
At this first stage, you will be given a choice of assignments to write, based on the management subjects within that module. Your decision will be based on whether you want to focus on an area of interest at work, or on personal development in terms of improving knowledge and skills. The assignments allow you to apply your learning immediately and make a measurable impact to your daily work, providing a tangible and immediate benefit to your employer. In order to complete your assignments, you use the online portal to select relevant content: articles, journals, etc. and attend webinars and online tutorials, so that you gather information to be able to respond to a particular business issue or challenge.

2. Postgraduate Diploma stage
At the Diploma stage, you choose just one assignment per module. Your learning and assignments will go into much greater depth and can either be an extension of a topic you selected to focus on at Certificate stage, or you may choose a completely different issue relating to your job or your organization.

3. Masters Stage – Work-based Project*
   The Work-based Project is a significant piece of academic work, making up 1/3 of the Masters degree credits. It comprises of a 5 stage approach that leads to an individual 10,000-word report which addresses an issue of strategic importance and/or operational significance within the employing organisation. This could be an area of interest for you and your job, or a business need, or both. It gives you the opportunity to develop your knowledge and skills in a range of business functions and apply these in a practical setting. It also enables you to practice research skills and bring about real benefits to the organization that you choose to focus on. The aim of the Work-based Project (WBP) is to further develop knowledge, synthesis, analysis and overall critical understanding of a range of strategic business disciplines. On completion of the WBP, students will be able to apply their learning in a "live" organisational setting addressing strategic business challenges. Ashridge will provide individual supervisors and preparatory sessions. The supervisor appointed for each student will assist with undertaking a literature review, developing the research methodology, data analysis and most importantly the critical discussion that lead to a set of practical recommendations.

   *All participants who are funded through the UK Degree Apprenticeship Levy scheme will also be undergoing a final assessment through an independent End Point Assessor. The five-stage approach to the WBP has been designed in line with the requirements of the End Point Assessment (EPA), for which, students are expected to submit a 5,000-word summary of their WBP and prepare a presentation to the EPA panel.

“I know that I am already able to provide a much more informed and critical view on our approach to strategy development, something which I hope I will be able to build on in the future.”
Alan Jackson
Consumer and Trade Marketing Director, Iran
Japan Tobacco International

Class of 2016-2018
20% Percentage of international students
11 Years’ average experience
35 Average age of participants
15+ Industries represented
## Executive Masters in Leadership & Management

### Program details

The Executive Masters in Leadership and Management has been designed to take 24 to 30 months to complete. You determine the pace of your study, and it is recommended that you spend about 15 hours a week working on different aspects of the degree program: studying, researching, reflecting, and writing. Continuous on the job learning and application of knowledge are an integral part of your learning journey.

### Start date

There are three intakes yearly: January, May, and September

### Program fees

The programme fee is a total of £18,000 per participant and payments can be split into three stages*

- Postgraduate Certificate Stage 1: £6,000 plus VAT
- Postgraduate Diploma Stage 2: £6,000 plus VAT
- Masters Project Stage 3: £6,000 plus VAT

* “Participants who are eligible for the UK Apprenticeship Scheme may receive full funding through their employer and the government. For more information about the UK Apprenticeship Levy and how you can use it to fund your degree, please contact our Apprenticeships Team on apprenticeships@ashridge.hult.edu

### Entry requirements

- Either an undergraduate degree (equivalent to a first or second class U.K. degree)
- OR at least 3-5 years’ managerial work experience in a professional or community setting with evidence of appropriate conceptual and study skills
- Access to an organization in which to undertake work-based assignments (typically your employer)
- Regular access to a computer with a good broadband internet connection to access online learning resources
- There is no requirement for a GMAT or equivalent
- It is important that all participants who apply have the personal motivation and capability to benefit from and contribute to the program
- Proficiency in English

### How to apply


To complete your online application, you will need to provide the following which can be uploaded through the application platform:

- Personal and employment information with degree transcripts, photo, résumé and English test evidence (if required)
- Completed details of two referees (email addresses and names)

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## Executive Masters in Management & Leadership Curriculum

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<table>
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| People | This module allows you to understand behavioural preferences and work styles, further exploring their impact on performance. You will learn how to deliver more individual and team effectiveness, explore the effect of change in the workplace and identify successful change management strategies. Topics include:
- Leadership versus management
- Creating, managing and leading change
- Coaching and building agile, high performance teams and collaborative cultures
- Managing politics in organizations |
|          | Here you will learn about marketing, operations management and the innovative use of technology in business strategy. Our integrative approach is relevant to global markets, consumer, business, service and industrial sectors, as well as not-for-profit and public sectors. The module explores key business processes and practices that will cut across traditional departmental boundaries and help to develop a ‘customer-oriented’ perspective. Topics include:
- Strategic marketing and market analysis
- Operations Management and entrepreneurship
- Digital transformation and the strategic role of technology and innovation
- Project management, change and risk management |
|          | This module will develop your confidence and competence when working with financial and strategic information to measure business performance and support decision-making. You will also develop an understanding of the principles of strategic thinking to enhance your contribution within your organization. Topics include:
- Measuring financial and business performance
- Financial and non-financial decision-making
- Enterprise and risk
- Competitive and organization analysis
- Governance and audit
- Strategic thinking and value creation |
Executive Masters in Leadership & Management

“..."I was at a stage in my career where I felt I needed a recognized business qualification. The ability to fit the course around other events was very appealing. I also found the online learning portal very useful, providing up-to-date articles, books, and a pool of video interviews."

"..."

I never looked beyond the current module and made sure I set very realistic expectations of my performance. This helped me segment the entire program into manageable tasks. If you have just the slightest inkling (just as I did) that you should undertake such a program, then you probably need to do it. The experience is unlikely to let you down..."
Studying Online

The Learning Zone
During your studies you will have access to an online study portal, which is a Virtual Learning Environment (VLE). This is an environment for learning which offers a structured set of teaching and learning tools designed to enhance your learning experience through the inclusion of technology and with the internet as a key component of the overall learning process.

Here you can access books, journals, academic articles and recommended reading that you will need to help you complete your qualification.

Virtual Ashridge
Virtual Ashridge is an award-winning collection of online materials created and curated by the faculty and team at Ashridge, and selected third party contributors. Innovative, relevant, and insightful, Virtual Ashridge is the leading digital solution that allows you to access top-ranked business school content anytime you need it, anywhere in the world. It combines highly accessible technology with the insights of a traditional business school to deliver a comprehensive and engaging online learning resource.

Content is available in a variety of formats including over 75 learning guides, a portfolio of over 100 ebooks and 750 book reviews, 290 videos, audio content, industry specific analysis and access to Ashridge research reports and a searchable database of over 200 key business and management journals.

Online Networking and Participation
Your participation is an integral part of the Executive Masters in Leadership and Management. During your studies, you will engage with participants from all over the world through interactive online discussions, blogs, webinars and other interactive tools. You will be able to communicate with peers, faculty and even our guest presenters online and face to face during Ashridge Masterclasses to ensure a dynamic and relevant learning experience.