

## What does Henley mean by 'Management Experience'?

Currently the admission requirements specify that a student on all programmes apart from the Full Time should have a minimum of 3 years management experience. The College only recruits experienced managers because it is felt that their experience makes a significant contribution to the achievement of MBA learning outcomes.

Given that

- Organisations today are flatter;
- Experts may be a resource rather than managers, with project based roles that can be globally distributed;
- Some people may have jobs that span organisational boundaries, spending much of their time in client, or partner organisations

it is helpful to specify what Henley values as suitable experience. It is expected that whatever criteria are agreed should

- a) Become criteria for evaluating applicants on admission
- b) Provide the appropriate input for the learning process Henley designs so that students would have a reasonable expectation of achieving the assessed outcomes.

The following criteria are offered as a starting point for consideration.

Number of years' management experience should be evidenced by at least three out of the following list of six 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.