



UNIVERSITY OF
OXFORD

Saïd
Business
School



Oxford Executive MBA

**Executive degree programmes
at Oxford Saïd**

Realise your leadership potential
with Oxford's global EMBA



‘Welcome to The Oxford Executive MBA, an intense and inspiring degree programme designed to equip you for the global, complex, and interconnected challenges facing leaders today.

Our modular structure allows you to realise the benefits of studying at Oxford while continuing to thrive in your career. It closes the gap between classroom learning and practice, and between reflection and action.

We are looking for leaders who enjoy being challenged, who are intellectually curious, and who are ready to seize new opportunities. If this sounds like you, we would like to hear from you.’

Kathy Harvey

Associate Dean, MBA and
Executive Degree Programmes

Overview

Meet the challenge

Learn to think more deeply, more broadly, more creatively for greater impact.

Make change happen

Learn from a globally diverse peer group, from faculty and practitioners in every business sector, and put the lessons into practice straightaway.

Expand your horizons

and get to grips with global complexity, with a comprehensive curriculum enhanced by international core modules and electives.

Shape the future

Explore the latest thinking and apply cutting-edge research, brought to you by the academics who conduct it.

Boost your performance

and develop your network with support, motivation, and inspiration from your classmates and college friends.

Fast-track your progress

or start something new: enjoy dedicated coaching sessions, continuous leadership development, and personalised support from our Careers Centre.

Quick facts



16

Week-long modules



21

Months, starting in January or September



£87,000

2019/20 course fees



Top ranked

Ranked top 20 by The Economist and the Financial Times



Module locations

Oxford / International

Programme outline

An immersive learning experience enabling participants to make immediate impact.

Starting in January and September, the Oxford Executive MBA programme is arranged into 16 week-long modules. The majority of modules run from Monday to Friday and most take place in Oxford, with at least two modules taking place internationally.

Alongside traditional teaching methods, you will have the chance to reflect on your own individual experiences and work with your peers.

Assessment

This is a combination of examinations and group/individual assignment dependent on the course. Assessments take place at the end of each course. More information about the assessments can be found in the programme handbook.

Award

The final award on this programme is a Masters in Business Administration.



'From the first hour of our first day we were keenly aware that a significant proportion of our learning would come not just from our distinguished professors but from each other. From the differences of opinion and perspective, would come a shared understanding that enables us to learn better, to learn more and to learn more meaningfully. Not just to respect difference but to view it as a means to understand from a standpoint we couldn't imagine, to view the clash of ideas as giving rise to the spark of truth.'

Rebecca Razavi

Executive Director, EY, Indonesia [EMBA J17]



Typical class profile



28%

Women on the programme



36

Nationalities represented



37

Average age



14

Years average work experience



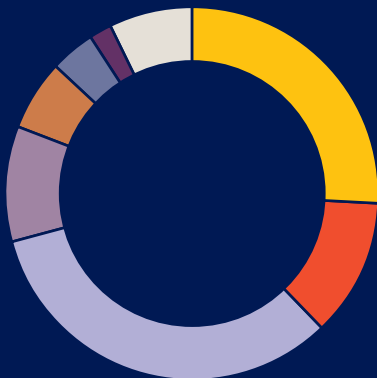
69

Class size



29

Sectors represented



Region of residence

UK	26%	Middle East	6%
North America	12%	Latin America	4%
Europe	33%	Oceania	2%
Africa	10%	Asia	7%

Global perspectives

Refine your ideas and challenge your beliefs

Faculty, students, and alumni from all over the world bring diverse views and experiences to enrich every module. You might gain first-hand insights from a classmate who has worked in the region or sector you are studying. Another might test your assumptions about what it's actually like to deal with different cultural or political environments. Something that seems to be a problem in your organisation could be solved by adopting an idea that is commonplace elsewhere – or you could help others by translating concepts or processes that have worked for you.

Prepare for global leadership

Being part of such a diverse group will help you develop the empathy and responsiveness you need to influence and lead at the highest level. You'll be better able to interpret situations and understand others' motivations. This will be enhanced on the EMBA by specific skills training, such as in negotiation and personal development.



'I've been leveraging my time at Saïd to network with researchers across the university – from think tanks to cutting-edge technical labs – which has added immediate value to my current role and for broader interests, opening up quite a few useful connections and future opportunities. For those that join the EMBA programme, I'd highly recommend exploring the wider academic/research community; this will certainly add value, but also help you deepen your long-term ties to this amazing place.'

Peter Durante

Division Head – New & Emerging Technologies & Market Intel: Renewables, Saudi Aramco, Saudi Arabia [EMBA S16]

Forge enduring connections

Your closest connections will be made with your immediate cohort. You will typically work in project teams, both during the residential modules in Oxford and between modules.

After graduation you automatically become part of the Oxford Business Alumni Network, which has volunteer-led chapters across the globe. These chapters are active in running events and other activities that will keep you thinking, allow you to share expertise, and build useful relationships. You are also part of the wider University Alumni Association, which has chapters around the world, and can access the Oxford and Cambridge alumni groups, with their diverse and long-standing memberships.

Study international issues in context

Core modules delivered internationally will deepen your understanding of the ideas and consequences associated with globalisation, while international elective modules focus on the growing entrepreneurial ecosystems and responsible, inclusive business models and social innovation. You will combine intensive study with visits to companies, group presentations, and lectures from faculty, government, or industry leaders.





EMBA13 cohort visiting China in 2017



'I know people who have been to top Ivy League schools, where they have 700 students in the class. The network is massive, but light. The Oxford network is much smaller, and much more powerful. 25 classmates flew to my wedding from all over the world. I've used them as advisors and investors. I have invested in them. The entire class is doing a social project in Africa together. Everyone is there to help each other and it continues for years later. It's priceless.'

John Kuolt
Partner, BCG Digital Ventures, UK [EMBA 8]



'The pre-module reading prepared the ground to understand a complexity in political-economy which doesn't usually penetrate the often ideological and uninformed journalism we read about China. The story of our Oxford Saïd China EMBA module was helping us to understand the patterns running through such developments so that we could make informed choices about whether and if so how to enter the Chinese market ourselves.'

Stephen Douglas
Diplomat, OSCE, UK [EMBA 13]

The Oxford experience

Think expansively and see the world differently

The EMBA curriculum draws on expertise across the University to think about business in the global context and ask powerful questions about the future. You'll explore cross-cutting themes such as the relationship between politics and business, regulation of the financial services sector, the rise of science entrepreneurship, and the management of innovation.

As a member of one of the University's 38 interdisciplinary colleges, you'll encounter new perspectives from students in fields from art history and neuroscience to politics and zoology.

Explore new knowledge, as it's created

In leadership, finance, organisational behaviour, entrepreneurship, and more, our academics are engaged in cutting-edge research that will influence and change businesses and systems worldwide.

They bring their new findings and new thinking straight into the EMBA classroom. The debates and discussions will broaden your thinking and increase your mental flexibility.

Pursue your own interests and goals

Enjoy the intensive, immersive modules in Oxford, and seize opportunities to engage in everything from Oxford Union debates to rowing on the Thames. The business school is your focus, but the whole university is your home. Then discover entirely different environments in modules based in emerging markets and the Silicon Valley. The EMBA is all about learning from new and varied experiences.

Tap into a worldwide network

Oxford University alumni are influencing, leading, and innovating around the globe. As a student or graduate of the University you will always have something in common with them, and a means of connecting with them for advice, help, or information sharing.



Observatory



'Saïd Business School is a young, entrepreneurial school that's an integral part of an ancient university and both elements form an integral part of the student experience. The teaching quality is extremely high with the vast majority of subjects being taught by world leaders in their respective fields. The time I spent at Oxford is a highlight of my life and I now have over 70 colleagues all around the world who provide help and support whenever I need them.'

David Powell

CEO Asia Pacific, Typhoon Consulting, Hong Kong
[EMBA12]

Lasting connections

Participants automatically become part of the Oxford University alumni association, with links to thousands of people across the world.



'I did not expect a part-time EMBA programme to feel like University; I expected it to feel like a series of seminars. But I was wrong. The time I spent on the Oxford EMBA was as impactful to my life as my undergraduate years. As you would expect, the course was excellent, the faculty world-class, and the network unparalleled. Yet, as you probably would not expect, the program truly thrusts you into the heart of Oxford University itself, from College membership, to Oxford Union debates, to High Table dinners with faculty and students from vastly different disciplines. I feel like I went to Oxford... in full. And I will never forget the experience.'

Tim Brantingham

Co-Founder, BCI Engineering, Hong Kong [EMBA 12]

Alumni network numbers



20,000

individuals



150+

countries



21 OBA Chapters

across 6 continents



Core courses

Accounting

This introduces financial reporting techniques and approaches, providing you with a grounding in cost analysis frameworks, customer profitability analysis, the construction of robust budgets and planning systems, and financial control and performance evaluation.

Analytics

Enhances your ability to apply modern decision technology and statistical methods to decision-making. This module uses computer software to illustrate how to apply the methodologies introduced.

Business Finance

You will address the most important question in finance: how should the firm deploy its financial resources? The module identifies the sources of investor value, and uses them to think about portfolio composition, investment choices, and corporate financial decisions.

Business in Emerging Markets (studied in China)

You will spend time in both Shanghai and Hangzhou, gaining an understanding of the rapidly changing Chinese business environment, and examining the implications of these changes for both foreign and Chinese businesses.

Firms and Markets

Covering both microeconomics and macroeconomics, this module examines the fundamental building blocks of supply and demand, competition and monopoly, as well as the important managerial topics of pricing and strategic interaction between firms. You will also analyse national and global economies in order to understand the policy debate and the implications of policy for business decisions.

Global Rules of the Game (studied in India)

Delivered in either Bangalore or Mumbai, this gives you the opportunity to examine how globalisation is affecting the scope of corporate strategy and activity.

Leadership Fundamentals

Designed to help you address your organisational challenges by providing a framework for managing individual and group performance, the module ties concrete organisational situations – as reflected in cases, simulations, and field projects – to essential theories and effective management practices.

Marketing

You will finish the module equipped with a perspective on marketing that is technology-focused, customer-centric, and value-driven. You will focus heavily on strategic aspects of marketing, and apply your learning to relevant, real-world challenges.

Strategy

This focuses on the knowledge and skills required to analyse key issues in strategic decision-making. You will be able to interrogate and support proposals in strategic decision-making situations. The module also looks at the dynamics of new markets, and the capabilities needed for innovation and expansion.

Technology and Operations Management

You will examine the key issues in running organisations and managing business processes in order for you to be able to make the changes needed to improve these processes in your organisation. Topics include managing customer service, quality improvement and capacity management.

The Strategic Leader

This course is in two parts. The first focuses on governance and ethics, and their importance for you as a leader. Then, at the end of your programme, you will focus on your own role as a leader, and how you intend to make an impact in your future career. You will explore the sociological and psychological and political factors which influence leadership style and performance in the context of corporate and personal reputation.

Applicants are responsible for obtaining necessary travel visas.

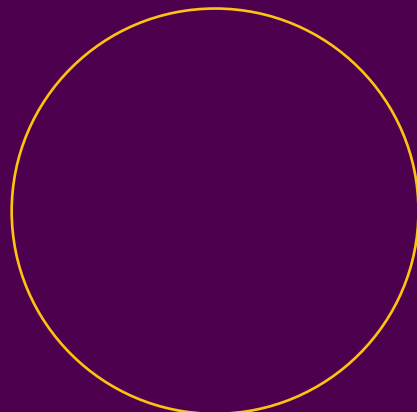
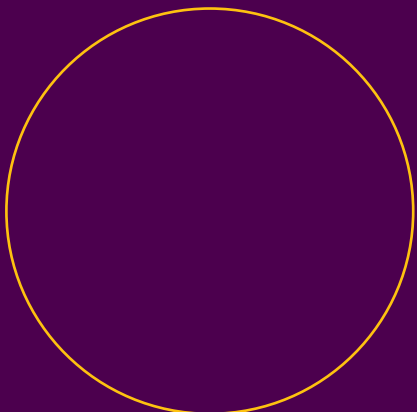
Elective courses

Electives are aligned with current developments in management and business and students select their preferred choices. You will select a minimum of six electives, following your interest, covering a variety of fields.

Example electives:

- Behavioural Finance
- Business History
- Corporate Turnaround and Business
- Corporate Valuation
- Digital and Social Media Strategy
- Entrepreneurial Finance (studied in Silicon Valley, USA)
- Fintech
- Inclusive Business in Africa (studied in Cape Town, South Africa)
- Private Equity
- Real Estate
- Scenario Planning
- Social Innovation
- Strategy and Innovation

Electives are regularly reviewed and subject to change.



Projects with impact

Entrepreneurship Project

During the Entrepreneurship Project you will work in a team to develop a full business plan for a new organisation and present it to a panel of invited investors and other practitioners. You will either develop your own idea and 'recruit' fellow students to your team, or join a new start-up proposed by a fellow student.

Projects range from innovations within companies to new ventures. Previous projects have included:

Growfiniti: a start up offering loans to students and parents of school age children

Inclusive Ventures: A fund focusing on social innovation

Divido: A 'Finance as a Service' provider on a mission to make finance transparent, fair and flexible

GOTO

Global Opportunities and Threats: Oxford (GOTO) is an action-oriented problem-solving project geared towards addressing some of the most complex issues that face the world today.

Focusing on the global topic of the year ('The Future of Energy' in 2019), you will explore ideas and research from across the University of Oxford. As well as using the GOTO online platform, you will have tutorials and skills sessions to foster critical discussion of these ideas. Working in groups, you will write a report outlining a specific business threat or business opportunity you have identified within the topic area. A new topic is given each year; previous topics have included Global Demographics, Water Scarcity, Big Data and the Future of Work.



'The Entrepreneurship Project (EP) was the module that I found the most rewarding for a number of reasons. Firstly, it was a catalyst to finally write the business plan for an idea I had for a while. Secondly, it allowed me to recruit a "dream team" of the smartest colleagues in the class to collaboratively challenge and elevate my original idea. Lastly, it helped me make sense of the other modules by getting a chance to immediately apply them in practice.'

I went on to launch my EP as a real business and raised a \$6.5m seed funding in the process. Two years later I employ 45 people and work with 400+ brands like BMW, HTC and Lenovo.'

Christer Holloman

CEO and Co-founder, Divido, London [EMBA 11]

Core themes

Develop new ways of thinking

The Oxford Executive MBA is structured around three core themes:

1) Entrepreneurial Thinking

Develop the ability to think entrepreneurially in any organisational context. Participate in a group entrepreneurship project.

2) Strategic Leadership

Build the decision-making abilities and self-awareness to become a leader capable of delivering sustainable success in any business sector. Join individual and group coaching sessions.

3) Global Complexity and Risk

Understand the landscape in which businesses operate to be able to mitigate risks and seize opportunities, worldwide.



The year at a glance

Dates are provisional and subject to change. Modules marked with an * are electives; depending on which elective you take the number of contact days will vary within the range specified.

EMBA

September 2019 class

Module 1

Monday 9 - Friday 13 September 2019

Module 2

Monday 14 - Friday 18 October 2019

Module 3

Sunday 24 - Friday 29 November 2019
(India)

Module 4

Monday 6 - Friday 10 January 2020

Module 5

Monday 10 - Friday 14 February 2020

Module 6

Monday 16 - Friday 20 March 2020

Module 7

Monday 4 - Friday 8 May 2020

Module 8

Monday 15 - Friday 19 June 2020

Module 9

Monday 20 - Friday 24 July 2020

Module 10

Monday 24 - Sunday 30 August 2020*

Module 11

Monday 28 September - Sunday 4
October 2020*

Module 12

Sunday 1 - Friday 6 November 2020
(China)

Module 13

Monday 7 - Sunday 13 December
2020*

Module 14

Monday 25 - Sunday 31 January 2021*

Module 15

Sunday 7 - Friday 12 March 2021
for Palo Alto elective or Monday 8
– Sunday 14 March 2021 for Oxford
electives*

Module 16

Monday 26 - Friday 30 April 2021

+ Elective in South Africa, date TBC

EMBA

January 2020 class

Module 1

Monday 20 - Friday 24 January 2020

Module 2

Monday 24 - Friday 28 February 2020

Module 3

Sunday 29 March - Friday 3 April 2020
(India)

Module 4

Monday 18 - Friday 22 May 2020

Module 5

Monday 22 - Friday 26 June 2020

Module 6

Monday 27 - Friday 31 July 2020

Module 7

Monday 7 - Friday 11 September 2020

Module 8

Monday 12 - Friday 16 October 2020

Module 9

Monday 16 - Friday 20 November 2020

Module 10

Monday 11 - Sunday 17 January 2021*

Module 11

Monday 15 - Sunday 21 February 2021*

Module 12

Sunday 21 - Friday 26 March 2021
(China)

Module 13

Monday 10 - Sunday 16 May 2021*

Module 14

Monday 14 - Sunday 20 June 2021*

Module 15

Sunday 18 - Friday 23 July 2021 for Palo
Alto elective or Monday 19 - Sunday 25
July 2021 for Oxford electives*

Module 16

Monday 23 - Friday 27 August 2021

+ Elective in South Africa, date TBC

A week in the life of the EMBA

This schedule represents a typical week when visiting Oxford for a module. Alongside a mix of lectures on two topics, you may have time working on a GOTO or Entrepreneurship Project, listening to guest speakers and having dinner with your cohort in a traditional Oxford college.

Monday	Tuesday	Wednesday	Thursday	Friday
Breakfast				
Morning Tech & Ops Management 1	Morning Strategy 5	Morning Strategy 7	Morning Marketing 3	Morning Tech & Ops Management 3
Lunch				
Afternoon Marketing 1	Afternoon Strategy 6	Afternoon Strategy 8	Afternoon Marketing 4	Afternoon Tech & Ops Management 4
Break				
Evening Marketing 2	Evening Careers Session: Using LinkedIn Round Table with Executive Search firm	Evening Tech & Ops Management 2	Evening EP Group Forming/Pitches	
College Dinner at St Peter's College				

Your leadership journey

Enhance your leadership and build plans for your future with support through coaching sessions and careers resources.

Personal development

During the programme you will examine the role of personality in team dynamics, working in groups and on an individual basis to explore your strengths and weaknesses. The emphasis will be on gaining greater insights about yourself and developing your own leadership style.

Leadership coaching

As an Executive MBA student you will have the opportunity to work with a leadership coach from the Oxford Coaching Community, focusing on your personal and professional development. We will match you with one of our professional coaches and you will meet them a minimum of three times during the programme. The confidential sessions are led by you and can be used to help you prepare for your future professional challenges, consider the best way of achieving your goals, identify ways of managing your role, or reflect on how you can make the greatest possible impact as a leader.

Career development

Our goal is to help you prepare for a future career, whether in a new role or maximising your impact in your current position. Our Careers Centre offers each Oxford Executive MBA student access to the following careers resources:

- A dedicated Careers Advisor and specialist Industry Advisors
- Bespoke career workshops and skills sessions during modules
- 1-2-1 career coaching sessions and mock interviews both during and between modules
- Access to our online career management system, including job board and online resources and subscriptions
- Links to the Oxford Business Networks and Oxford Business Alumni Network activities and events

Building a business case

Whether you are asking for financial sponsorship or just additional leave, you will need the support of your employer when you embark on an EMBA.

Alumnus Alastair Collier, Head of Strategy, Solutions and Sustainability at National Grid, [EMBA 12] explains how he went about it.

I started my route to the Oxford EMBA as a middle manager in a large multinational, and with the knowledge that my employer would not support it. Coming off the programme, I am now a senior leader in a new industry to me; I have a wealth of life experiences to draw upon, and a group of friends who will be invaluable to my happiness and career moving forward.

So how did I do it and what advice can I give?

Consider other routes

Without the support of my employer, and knowing that the full 16 weeks out and price tag of the EMBA would be a difficult sell to any new employer, I looked at various ways of self-funding at least part of my experience at Oxford. This meant I could show initiative and reduce the cost and time burden to a future employer.

Work hard to build a formal business case

'Selling' the idea to your employer starts with your current performance, so ask only when you are already delivering noticeable results. Spend some time to understand 'Why the organisation will benefit from investing in me'. If you can't answer this then no one can – and you won't get support. Once you understand and can articulate this, then create a proposal and get the most senior advocate you can to support you.

Contact the Recruitment team for further advice and help in preparing your business case.



Alastair Collier
[EMBA 12]

How to apply

Requirements

The Executive MBA requires a **2:1 undergraduate degree or equivalent professional qualification**. Applicants who do not hold such qualifications may be considered if they have a very strong fast-track employment history, demonstrating their ability as a high achiever. University academic transcripts will be required.

Significant work experience including at least five years' managerial experience. Candidates also need to have achieved management level before commencing the Executive MBA since they will require a certain level of authority within their organisations to implement their projects and knowledge learned on the programme.

Candidates are required to complete the **GMAT (Graduate Management Admissions Test)** or the GMAC Executive Assessment Test. Exemptions may be available for some highly experienced candidates. Contact the Recruitment team for guidance.

A Test of English as a Foreign Language (TOEFL) or International English Language Test Scheme (IELTS) if English is not your native or working language or if you have not completed your undergraduate degree in an English speaking country.

Minimum scores for language tests

Minimum overall score required for TOEFL: 110

On each component:

- Listening: 22 Reading: 24
- Writing: 24 Speaking: 25

Minimum overall score required for IELTS: 7.5

- Minimum required on each component for IELTS: 7

Admissions process

1. Candidates apply online. All applicants are required to pay a non-refundable processing fee of £150.
2. Selected applicants will be interviewed and these interviews are conducted by faculty or a member of Senior Management and will be held in Oxford, or we can conduct Skype interviews. Please note our strong preference is for face-to-face interviews.
3. Applicants will usually be notified of our decision within ten working days.

Application deadlines

For the latest application deadlines please visit our website. Applications can be made online at <https://apply.sbs.ox.ac.uk/apply>

We recommend that you apply as far in advance as possible, as we are unable to guarantee that places on the programme, or the choice of colleges, will remain later in the year.

Start date

The programme runs from January and September of each year.

Visas

Prospective overseas students should allow sufficient time for the requisite UK Short-Term Study Visa to be processed. Further details are available at: www.ukvisas.gov.uk

College

Once you have been offered a place on the programme we will contact you and request your college preference at that time. We will then forward your application to your chosen college. If you do not have a preferred college, you will be allocated to a college for consideration.

Fees

Please see our website for the latest fees (£87,000 in 2019), which include:

- Tuition, all essential reading materials, and meals
- Membership to an Oxford college for two years
- Membership with The Oxford Union

Personal expenses

Participants are expected to:

- Provide their own laptop computer
- Pay for travel to and from each module
- Pay for accommodation for each module as there is none at the School. A suggested allowance for this is £11,000 for the duration.

Deposit

After an offer has been made, you must secure your place by paying a 15% deposit within 30 days of the offer.

Payment schedule

In addition to paying your deposit, you will be required to pay the following:

- 50% of programme fees. Due one month before the start of the programme
- 35% of programme fees. Ten months after the start of the programme

Loans

Please note there are many different forms of loan available depending on your region, tax status, and personal circumstances. If you would like to talk about funding available in your region, please contact us.



Next steps

Connect with a Recruitment Manager for your region.

See our website for contact details or to upload your CV for review.



Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

Taught Programmes

- MBA
- Oxford 1+1 MBA
- Executive MBA
- MSc Financial Economics
- MSc in Major Programme Management
- MSc in Law and Finance
- Diploma in Financial Strategy
- Diploma in Global Business
- Diploma in Organisational Leadership
- Diploma in Strategy and Innovation
- BA in Economics and Management

Research Programmes

- DPhil Programme in Management Studies

Executive Education

Custom Executive Education

- Bespoke learning solutions for organisations to help address critical business challenges and to drive change

Leadership

- Oxford Advanced Management and Leadership Programme
- Oxford Strategic Leadership Programme
- Oxford High Performance Leadership Programme
- Women Transforming Leadership Programme

Finance

- Oxford Chicago Valuation Programme
- Oxford Private Equity Programme
- Oxford Real Estate Programme
- Oxford Impact Investing Programme
- Oxford Social Finance Programme
- Oxford Impact Measurement Programme

Strategy and Negotiation

- Oxford Programme on Negotiation
- Oxford Networked Strategy Lab Programme
- Oxford Scenarios Programme

Corporate Reputation and Marketing

- Consulting and Coaching for Change
- Corporate Affairs Academy
- Reputation and Executive Leadership Programme
- Driving Disruptive Growth
- Delivering Value Through Digital

Online

- Oxford Digital Marketing: Disruptive Strategy Programme
- Oxford Algorithmic Trading Programme
- Oxford Fintech Programme
- Oxford Blockchain Strategy Programme

All information is correct at time of going to press. Please check our website for the most up-to-date information.

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