



University of Oxford Diploma in Organisational Leadership



Dean's welcome



The topic of leadership cannot be fully understood without also analysing the context in which leaders operate, the organisation. The Oxford Diploma in Organisational Leadership offers participants a unique opportunity to undertake a rigorous and academic programme, requiring thought and reflection, on the twin topics of leadership and the organisational landscape in which leaders work. In turn, sponsoring organisations benefit from their managers and leaders returning from each programme module with the disciplinary tools to leverage this learning to affect how the organisation develops and executes its strategies.



Professor Peter Tufano
Dean,
Saïd Business School,
University of Oxford



The bridge to board level performance

The Oxford Diploma in Organisational Leadership prepares you to lead your organisation successfully through the complexities of the 21st century. A masters-level postgraduate qualification with a distinct intellectual edge, the Diploma combines the highest standards of academic rigour with a practical approach to the study of leadership and organisational development.

“Participants build a deeper understanding of how to manage people and organisations for competitive advantage.”

The Diploma is designed for high achievers in significant management roles to question assumptions about management practice and build a deeper understanding of how to manage people and organisations for competitive advantage.

The programme is delivered in four, four-day taught modules covering the areas of organisational development, organisational design, strategy and leadership. Our admissions process is highly selective and brings together an extraordinary group of participants from a wide variety of countries and industry sectors. The Diploma is completed within 13 months and concludes with a business project.

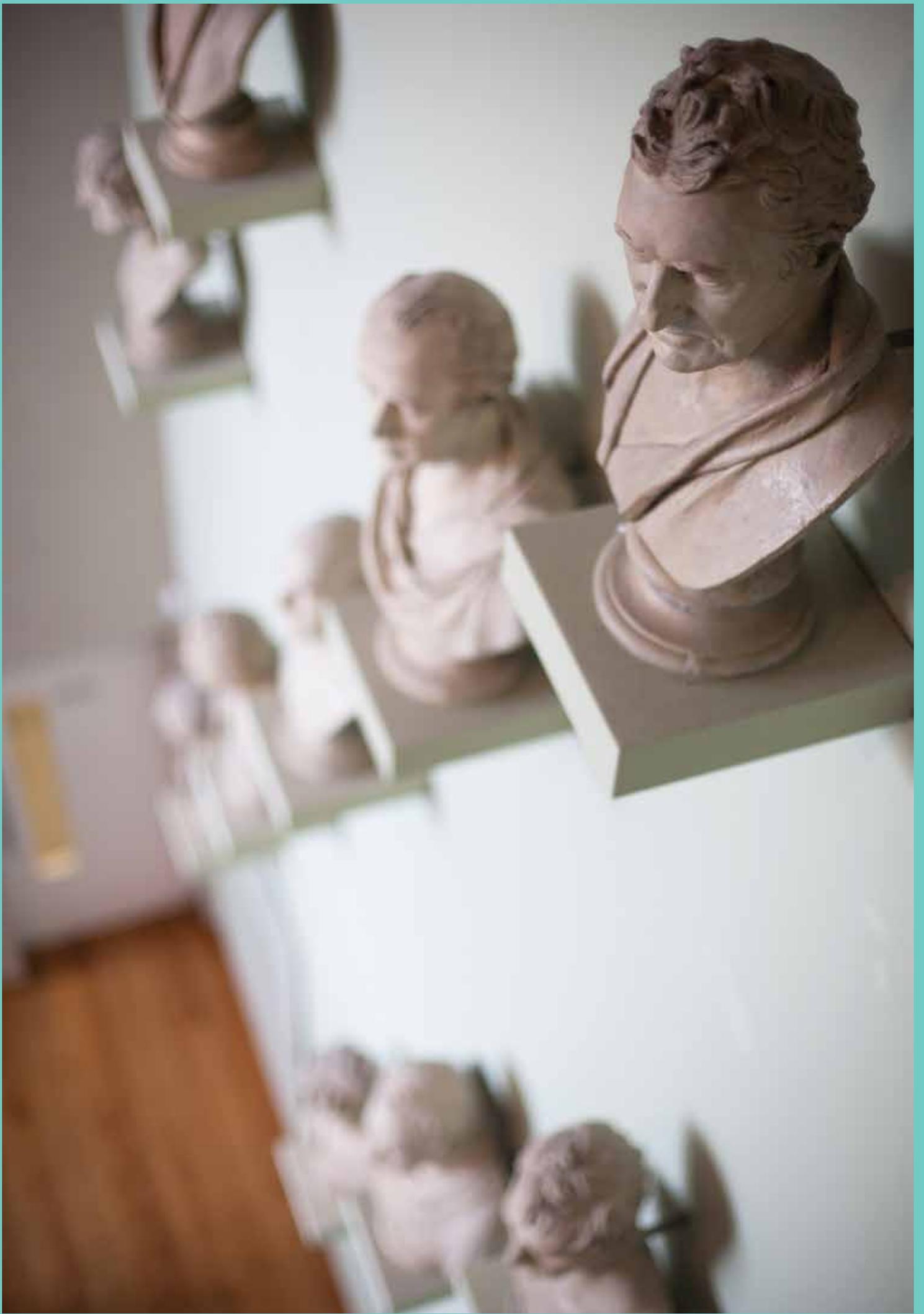
The Diploma is taught by faculty of Saïd Business School at the University of Oxford which, since it was founded in 1996, has established itself as one of the most prestigious business schools in the world. It is modern and dynamic, yet grounded in centuries of academic tradition.

The Diploma also offers a route to further, broader study of management through Saïd Business School’s Executive MBA programme.



“I would unreservedly recommend this programme to anyone who wants to learn and develop with a diverse group of participants who all share a deep interest in the topics of leadership and organisational development.”

Kerstin Shammaa,
Executive Search Professional, Russell Reynolds, Singapore



Programme outline

Drawing on Oxford's experience of educating leaders for 800 years, the Diploma combines the highest standards of academic rigour with a practical understanding of organisational leadership and management. It will equip you with the knowledge you need to compete globally for senior management roles, and deliver effectively in those roles.



Academic assessment

The Diploma is built on four core courses that are completed module by module within one year. Each module begins on a Wednesday and concludes on Saturday afternoon, allowing participants to combine work with study. All four modules are assessed by a mixture of examinations and assignments. Participants must pass all four modules and a business project in order to be awarded the Diploma. Participants who pass and are awarded the Diploma are offered the opportunity to receive their Diploma at a traditional Oxford University ceremony.

Business project

The Diploma concludes with a final project report that integrates new insights from the programme. The project report of up to 10,000 words will be based on current or emerging specific strategic or organisational issues taking place within the participant's own organisation or sector.

Module One Leadership fundamentals

This module builds your understanding of the context in which leaders operate. It examines organisations and their teams, people and cultures and analyses how each of these can influence organisational effectiveness. The module is designed to then help you meet organisational challenges by providing a framework for influencing individual and group performance. During the four-day module you will increase your understanding of individual and interpersonal behaviour, and learn how to acquire the leadership skills you need to shape and manage the behaviour of others at work.

The module also examines group dynamics and gives you the tools and strategies to manage teams, and across teams, for high performance. There will be an opportunity to explore the practical relevance of the concepts discussed in the class and debate the challenges of leading changing organisations.

This module will cover:

- Individual and organisational decision making
- Managing change
- Motivation and incentives
- Groups and teams
- Culture
- Managing with power
- Personality and leadership coaching

"We believe the Oxford Diploma in Organisational Leadership is unique in both structure and content. It is designed for strategic leaders who want to develop their organisations in a global, changing environment and understand culture, complexity and strategic decision making. Since its launch we have awarded postgraduate qualifications to talented managers and leaders from every type of organisation and sector who have learned with and through each other about what makes effective leaders who can shape successful organisations."

Sue Dopson,
Programme Director

Module Two The strategic mindset

Leaders deliver organisational success by defining and enacting strategic goals. Strategy is also concerned with the long-term success of the organisation as a whole and this module considers both the strategy of individual business units (competitive strategy) and the nature of strategy for the multi-business firm (corporate strategy).

You will develop the ability to analyse key issues in strategic decision making situations, and develop a raised awareness of process as well as analytical issues. Another key element of this module is the emphasis on honing the capacity to argue and support proposals in strategic decision making.

This module will cover:

- Goals and strategies
- Competitive advantage
- Industry analysis
- Strategy and change
- Diversification
- Global strategy
- Managing the multi-business enterprise

Module Three The strategic leader

This module builds on the previous two core courses and ensures that you have the time, experience and resources to reflect on the nature of leadership and your own attitudes to it. The approach is analytical; you will study traditional and contemporary theories about leadership and be encouraged to examine your own leadership style, as well as that of others. You will also study specific issues and problems faced by business leaders and how the most effective leaders address these.

This module will cover:

- Classic approaches to leadership
- Leading through networks and relationships
- Leadership as a psychological construct
- Charisma and influence
- Leadership, legitimacy and reputation
- Individual and organisational decision making

Module Four Leading organisational change

The final module of the Diploma draws the threads of the previous modules together by focusing primarily on the challenges of how to influence the design of the organisation and best leverage its assets to deliver effectively in different contexts. It is designed to develop your analytical, management and presentation skills. Throughout the four days you will study different models and types of organisational design and link these to the challenges of executing strategic goals.

You will explore the relationship between organising effectively and performance. Through cases and classroom experience you will be encouraged to relate concepts and models to business practice.

This module will cover:

- Designing effective organisations
- The challenges of growth and globalisation
- Transformation and organisational change
- Leading mergers
- Managing complexity and performance

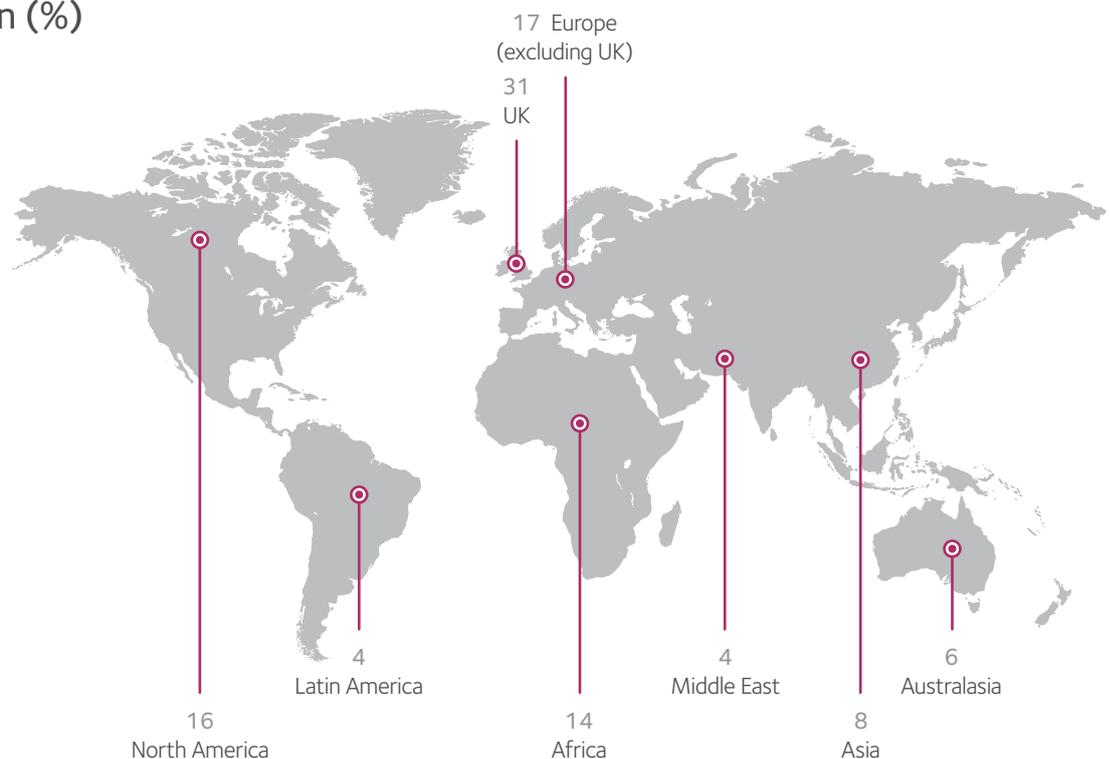
The diploma candidate

The programme is designed for experienced executives with a good first degree or equivalent, and at least five years' work experience. Participants are likely to be middle or senior managers seeking to broaden their knowledge and skill set and to equip themselves to take a more active role in developing and leading the business strategy of their organisation. Participants learn as part of a highly experienced and qualified group from across the globe. They represent all industry and public sectors and range from independent specialist consultancies, through small and medium-sized businesses, to multinational corporations and major public bodies. The participant group offers an unparalleled opportunity for peer to peer learning, high level discussion and international networking.

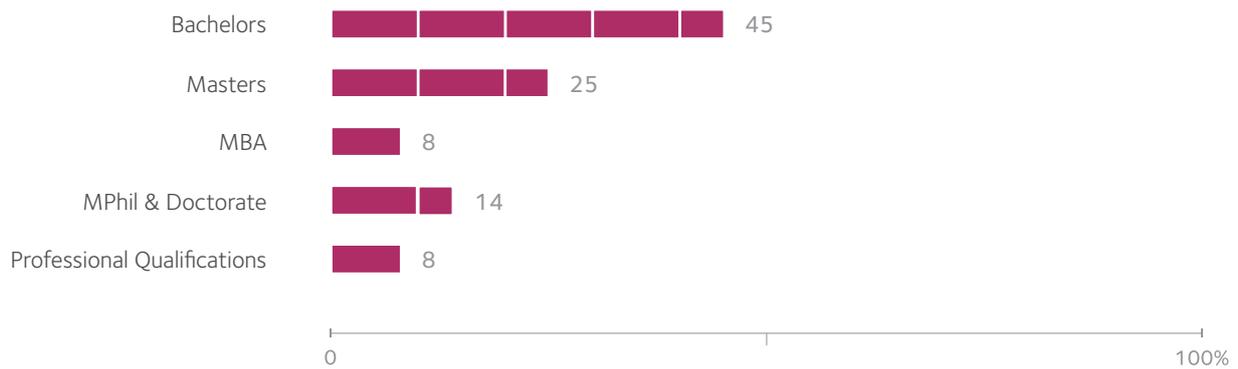
"Although I came to Oxford with high expectations, they were not only met but exceeded. Delighted to find myself in a class among senior executives with a diverse range of experiences and backgrounds, we really got an opportunity to learn from each other as well, which contributed to making the programme such a unique experience."

Miika Kuoppamäki,
Managing Director,
Software Quality Systems,
Finland

Participants by region (%)



Previous education (%)



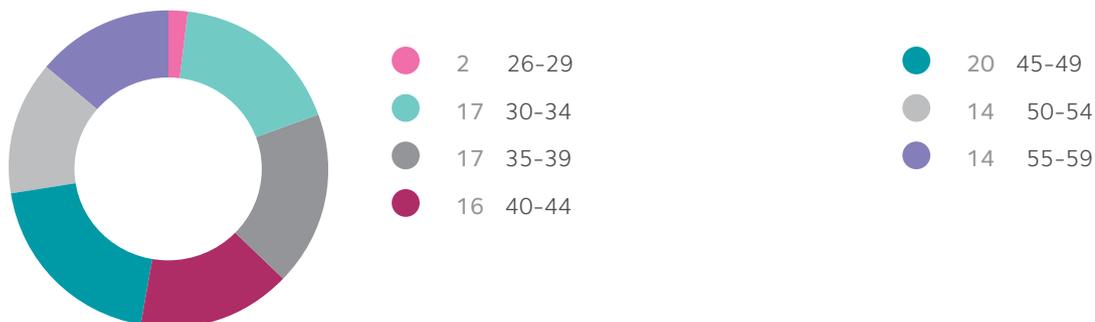
Current nationalities

26

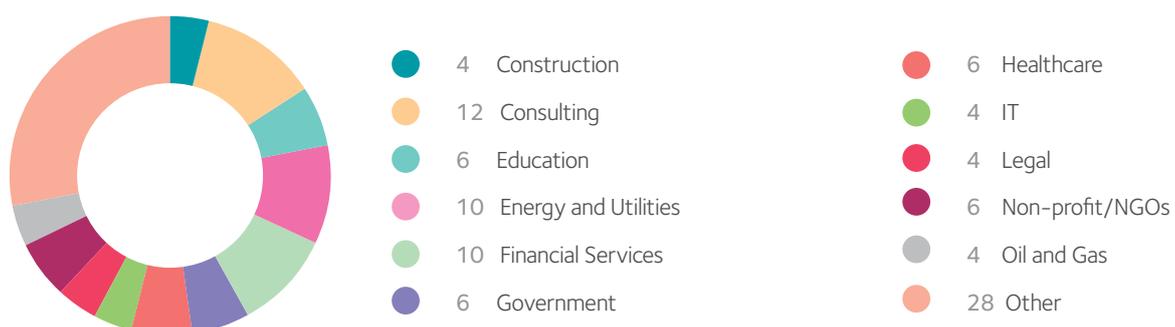
Current class size

51

Age range (%)



Employment (%)



Case studies



Jerome Fontana, Deputy Head of Regional Delegation, International Committee of the Red Cross

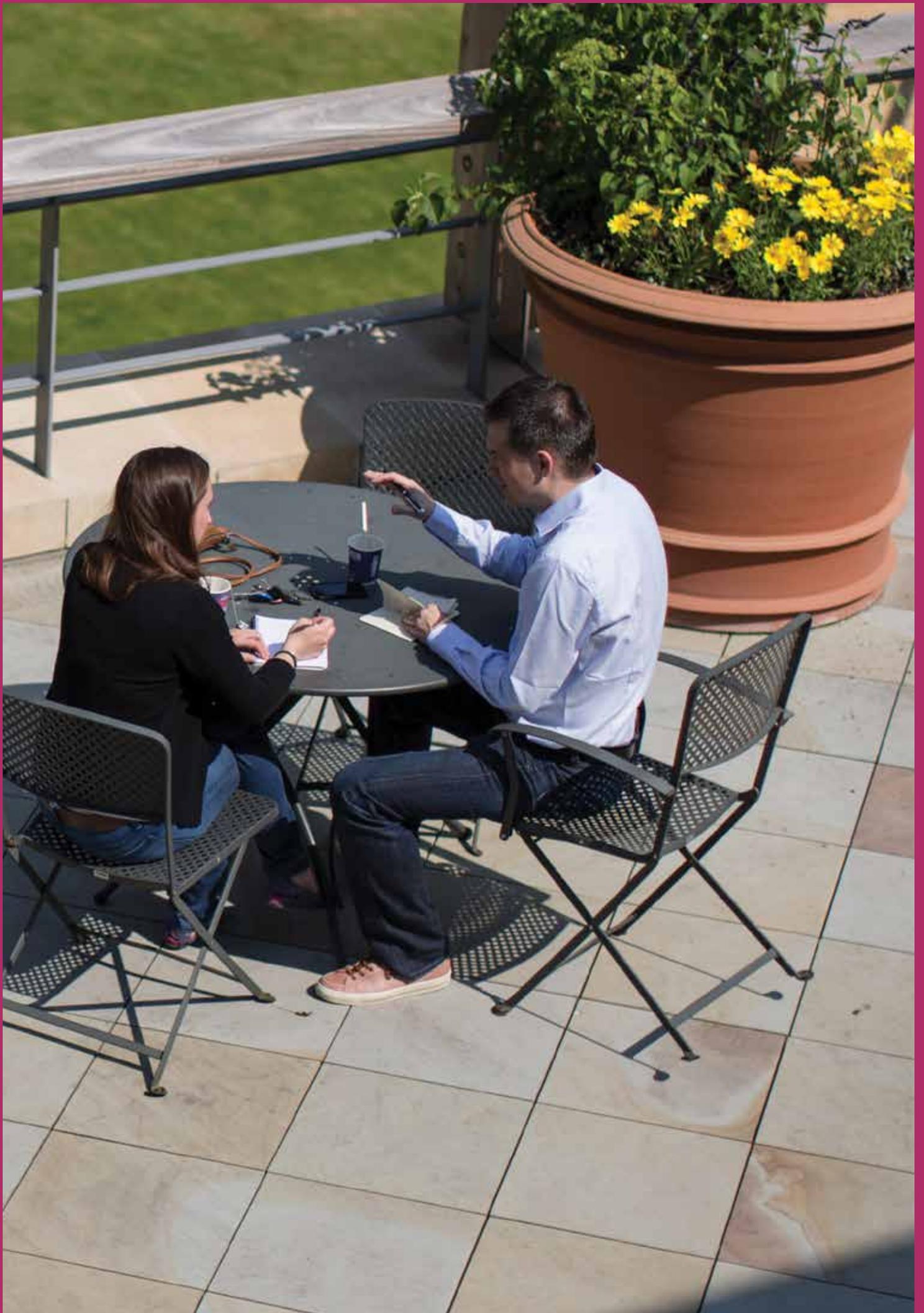
Leadership cannot be understood without its context, which in my case is a humanitarian organisation, the Red Cross, for whom I am a senior manager. When selecting the Diploma in Organisational Leadership I wanted to improve my own practice within the areas of team management, decision making and change management but also gain access to the latest academic thinking on leadership. At the Red Cross we try to integrate models from the private sector and I wanted to be able to better assess these and to know which of these are suitable or can be adapted to the particular challenges of the work of the organisation.

The Oxford Diploma in Organisational Leadership did indeed address the team management models, motivation strategies and decision making tools that I was looking for but also went far beyond this to include the in-depth focus on change management and organisational development that has proved to be so important for my understanding of the kind of leadership that is needed within my organisation.

The Diploma in Organisational Leadership has significantly strengthened my role within my organisation. It has not only changed my own behaviour but has also given me the tools to better manage my work through motivating others, better decision making and improved networking with colleagues and people outside the organisation.

I had already experienced another top executive programme in the US and wanted to compare if Oxford could deliver better value for money, which it did. For me, the Oxford Diploma in Organisational Leadership is the best executive leadership programme to go beyond the usual one week course. The Diploma reached a much deeper level of understanding and built stronger relationships among the participants than is possible in a shorter programme.

I loved being exposed to different ways of learning and questioning at Oxford. Our group was a diverse senior, fascinating mix of participants and sectors, and I imagine we were sometimes a challenging group to handle. We were constantly testing what we were taught based on our own experiences. But debate and discussion were encouraged by the programme faculty, and our diverse contexts, when combined with their academic knowledge and real-world experience, was the highlight of the Oxford approach for me.



Selected faculty

The Diploma is taught by members of Oxford's outstanding faculty team. The programme leaders bring access to world leading research, a wealth of industry experience and ability to present concepts and lead high level executive debate at a postgraduate level.

Sue Dopson, Organisational Behaviour and Leadership

Sue Dopson is Rhodes Trust Professor of Organisational Behaviour and Faculty Dean at Saïd Business School. She is also Dean of Green Templeton College, Oxford, and Visiting Professor at the University of Alberta, Canada. She has been extensively involved in some highly innovative executive development and is a noted specialist on the personal and organisational dimensions of leadership and transformational change, especially in the public and healthcare sectors. Sue is Academic Director of the Oxford Diploma in Organisational Leadership.



Owen Darbshire, Organisational Behaviour

Dr Owen Darbshire is Rhodes Trust University Lecturer in Management Studies. His research focuses on labour markets, and how corporations respond to pressures like new technology, increased competition and deregulation. Current projects include the changing patterns of work and industrial relations in the telecommunications industry and the implications of shareholder value pressures in Europe on work and industrial relations.



Tim Morris, Organisational Behaviour and Leadership

Tim Morris is Professor of Management Studies at Saïd Business School. Previously a Professor at Imperial College, London, and London Business School, Tim specialises in the leadership challenges facing those heading up organisations. He has taught and written extensively on strategic change, the management of innovation, and strategies for managing human capital.



Christopher McKenna, Strategy and Business History

Dr Christopher McKenna's research interests include the historical development and evolving strategies of professional firms and their role in the global transformation of business, non-profits, and the state. Adept in translating his academic work to popular audiences, Christopher's research has been featured in Harvard Business Review, Sunday Times, Wall Street Journal, and Financial Times. A popular teacher of MBAs and executives, Christopher was nominated twice as one of Oxford University's three best teachers for the UK's National Teaching Fellowship Award.



Pegram Harrison, Strategy and Entrepreneurship

Dr Pegram Harrison is a Fellow in Entrepreneurship at Saïd Business School. A former entrepreneur and consultant, he conducts research and teaching on entrepreneurship and leadership in an entrepreneurial context. He also works on the intersection of business and social issues, and on projects relating to business education, particularly for women entrepreneurs in Muslim communities. Before joining Saïd Business School he was Director of the Emerging Leaders Programme at London Business School.



David Pendleton, Leadership

David is an Associate Fellow of Saïd Business School and Chairman of the Edgecumbe Consulting Group Ltd. He is a Chartered Psychologist who specialises in developing top teams, management of organisational change, executive coaching and in the development, design and implementation of performance management systems. His clients include financial services, energy, airline and rail industries, hotels, government bodies, and the pharmaceutical industry. He works internationally in Asia Pacific, the USA and the UK.



Namrata Malhotra, Organisational Behaviour

Dr Namrata Malhotra is Associate Professor in Strategy in the Department of Organisation and Management at Imperial College Business School. Namrata's research interests lie in the areas of organisational and institutional change. She is especially interested in examining the complexities of managing and navigating strategic change in pluralistic organisations such as professional services organisations (e.g., legal firms, engineering design firms) and public-private hybrids. She is currently an International Research Fellow in the Novak Druce Centre for Professional Service Firms at Saïd Business School.



Michael Smets, Organisational Behaviour and Leadership

Dr Michael Smets is an Associate Professor of Management and Organisation Studies and a Research Fellow at Green Templeton College. Michael's research focuses on leadership development, internationalisation, and institutional complexity, especially in professional service firms. He is currently leading a global research project studying the qualities, skills and development needs of 21st century CEOs. Michael is a Fellow of the Higher Education Academy and regularly contribute to open and customised executive education programmes, primarily with clients in banking, law, consulting, and healthcare.



Kathy Harvey, Associate Dean, MBA and Executive Degrees

Kathy Harvey is responsible for the development of MBA and Executive Degree programmes at Saïd Business School. Kathy has extensive experience of working with senior executives from international organisations, and has worked closely with clients from many sectors to deliver management development programmes. Kathy began her career as a BBC journalist and has written for a variety of publications, including the Independent, Financial Times and Sunday Times.



The business case

Building your business case

Not all candidates are sponsored or funded by their employer, but if you are building a business case in order to seek employer funding, explaining why you think they should invest in sending you on the Oxford Diploma in Organisational Leadership, you may find it helpful to perform a skills-gap analysis. Think through where you currently fit in your organisation and how the Oxford Diploma in Organisational Leadership will enhance the contribution you make. Match your objectives in undertaking the Diploma to those of your organisation by researching the modules covered on the programme to see how they could benefit your particular organisation.

Programme benefits

Presenting your case to your organisation is likely to include information on how organisations and participants benefit from the programme. For instance:

For individual performance

- To lead and shape teams, and groups of teams, for organisational success
- Develop deep insights into the dynamics of organisations and effective leadership and understand how to leverage these for competitive advantage
- Understand and achieve effective decision making to develop and enact successful strategies
- Develop strategic insight and build a greater understanding of innovation and change for better organisational performance
- Exchange experiences, generate ideas and learn from a globally diverse group of peers

For organisational performance

- You gain the confidence and knowledge to undertake complex senior management responsibilities and drive through organisational development and change
- Intensive development of senior managers and leaders creates and delivers effective strategies for the organisation
- You integrate study into your working life while remaining a productive and contributing member of the management team
- More effective organisational decision making is derived through your increased insight into strategy design and implementation within particular contexts
- You can apply your learning directly, adding value to your organisation from the first module
- Employer involvement in the business project is encouraged and contributes to the expertise available to the organisation

Oxford networks

As a member of Oxford Business Alumni (OBA), graduates of the Oxford Diploma in Organisational Leadership will be able to maintain a lifelong connection with the School and the wider University of Oxford. Joining the OBA provides access to the network directory, an invaluable tool for networking with organisations throughout the world, and the opportunity to attend high profile events both in Oxford and internationally. Further information can be found at www.oxfordbusinessalumni.org

Diploma students are Affiliate Members of Pembroke College, founded in 1624. Membership of an Oxford college enables you to make connections with faculty and students across different disciplines. Diploma participants also have access to certain college facilities during their time here at Oxford.

Pathway to the Oxford Executive MBA

Some Diploma participants may already hold an MBA; others may be seeking to broaden their knowledge through this general management qualification. Participants who graduate from one of the Oxford Diplomas and successfully apply for Saïd Business School's prestigious Executive MBA programme are automatically exempt from those modules they have already taken through the Diploma programme. They also receive a reduction in fees, equivalent to 60% of the value of their Diploma course fee. Please see our website for further details.

"This is the most profound piece of reflective learning one could undertake to affect both one's insights as a leader and one's long-term career aspirations."

Andrea Buck,
Global Head, MBA-Direct.com, Financial Times

Case studies

Kerstin Shammaa, Executive Search Professional, Russell Reynolds, Singapore

As an executive search professional I wanted to undertake a development programme which attained a high level of intellectual debate but which would also be directly relevant to my industry. Working in executive search can be quite transactional at times and I wanted to be able to take my thinking, and my career, to a higher level. Although I was attracted by the idea of an MBA I felt the time commitment needed would not be justified as my focus was trained on the subject of leadership and organisational development rather than on other management topics. I was delighted to discover the Oxford Diploma in Organisational Leadership which offered the combination of a postgraduate qualification with the in-depth coverage of the subject of leadership I was looking for.

The experience of the programme was incredible – amazing. I was concerned with how applicable my learning would be to business issues but I need not have worried. The Programme Director, Tim Morris, was excellent at giving us the tools to analyse the information on offer and the combination of intellectual questioning with hard business content was an inspiration. The emphasis on strategy execution has also allowed me to take a step back from work challenges, question what it is that I am doing and raise my game in response. For managers in any organisation it gives you a new language and way to analyse leadership as well as the tools to understand how companies are run, and how leadership happens.



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Graham Stoop, Deputy Secretary – Graduate Achievement, Vocations and Careers at Ministry of Education, New Zealand

The Oxford Diploma in Organisational Leadership was the best professional development I have ever done. I am a senior public servant in New Zealand and I wanted to refresh my concepts of leadership as well as learn more about organisational design. The Oxford programme brought together these two interests in a way I had not found anywhere else and it offered excellent academic credentials, which was also important to me.

I applied all four diploma modules to my work in very practical ways, from decision-making to organisational concepts and from change to leadership. In particular I learned, and have used, a lot from the programme's strategy module. I have a public service background but this was strategy from a business perspective. It gave me an insight into strategy formation and implementation that I found helpful when I returned to my own context in New Zealand and ran a number of strategic planning sessions where we used the exact models from the strategy module as a filter to review what we were doing. The external chair of our risk and assurance committee was extremely impressed that a full government department would take business concepts and use them as a reference point.

The human dimension of the Oxford Diploma in Organisational Leadership was fascinating, with students from countries as diverse as Nepal, the West Indies, France and the US. The other surprise was the wide range of professions represented on the programme such as senior managers in public service, banking, insurance, publishing and the media. The diversity of the group made for interesting dynamics in the classroom and we learnt as much from each other as we did from formal study. I always got to Oxford a day early to talk through some of the concepts and issues with my colleagues and I look forward to continuing to keep in touch with my network from this fascinating and rigorous development programme.



How to apply

Candidates should apply online at www.sbs.oxford.edu/apply

If you require any assistance with your application or would like to discuss any aspect of the programme please contact Tom Brownrigg

Tel: +44 (0)1865 610059

tom.brownrigg@sbs.ox.ac.uk

Pricing and payment schedule

The fee for the 2017 programme is £22,500. A 15% deposit is required to secure the place on acceptance. The balance is due no less than eight weeks before the start of the programme. The programme fee covers tuition, course materials, essential reading texts, examinations, assessments and supervision. Lunch and refreshments are provided and there will be a dinner at a selected historic Oxford College during each module. The programme fee does not include accommodation.

Admissions criteria

The Oxford Diploma in Organisational Leadership is designed for experienced executives who aspire to, or already hold, strategic management positions. In order to be considered for the programme candidates must be able to demonstrate the following:

Intellectual ability: A good undergraduate degree or equivalent professional qualification is required. Applicants who do not hold such qualifications may be considered if they have a very strong employment history, demonstrating their ability as a high achiever.

English language proficiency: The programme is taught in English. A Test of English as a Foreign Language (TOEFL) or International English Language Test Scheme (IELTS) is required if English is not your native language. Candidates with a degree from, or significant experience of working in, an English speaking country may be granted exemption from this requirement. Please see our website for further information on our English language requirements.

	TOEFL iBT	TOEFL Paper	IELTS
Minimum Score	110	630	7.5

Professional experience: Candidates will usually have at least five years' professional experience and be familiar with the challenges of business strategy and organisational change.

Application process and deadlines

Admissions are processed through a system of review before a final decision is reached. Each application is considered individually and a waiting list will operate once the programme is full.





Tom Brownrigg

Recruitment Manager

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Saïd Business School

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

General Management

Oxford Advanced Management and Leadership Programme

Leadership

Oxford Strategic Leadership Programme

Oxford High Performance Leadership Programme

Women Transforming Leadership Programme

Oxford Programme on Negotiation

Corporate Reputation and Executive Leadership Programme

Strategy and Change

Oxford Scenarios Programme

Consulting and Coaching for Change

Oxford CIO Academy

Corporate Affairs Academy

Oxford Cyber Risk for Leaders Programme

Oxford Strategic Marketing Programme

Finance

Oxford Finance and Corporate Governance Programme

Oxford Chicago Valuation Programme

Oxford Investment Management Programme

Oxford Private Equity Programme

Oxford Real Estate Programme

Oxford Impact Investing Programme

Custom Programmes
