

EMBA Definition (Guidelines)

An Executive MBA (EMBA) programme typically has the following features:

1. EMBA Programme Delivery Mode:

EMBA programmes are part-time programmes for working executives/managers/directors, typically delivered in:

- residential block format (e.g. 4-day blocks once a month; or a whole week every two months), or
- weekend format, often delivered in a major city (e.g. Friday-Saturday every two weeks)

When delivered in residential blocks, classes may be held in different cities and sometimes on different continents (a format known as a “Global EMBA”), so extensive travel may be part of the programme requirements.

2. Minimum Managerial Experience of EMBA Candidates:

EMBA candidates typically have over 8 years of managerial experience and often have over 12-15 years of total work experience, with incremental and demonstrable levels of seniority in their career in the corporate, entrepreneurial, public or non-profit sectors. The managerial experience of the candidates normally includes a number of the following five management categories (but not necessarily all), over a sustained period of time: managing people, budgets, clients, projects, and/or processes.

3. Seniority of EMBA Candidates:

The EMBA is geared towards senior company employees, typically in their 40s or late 30s. Star performers in their early 30s or late 20s can be admitted if they have had a successful career at an internationally renowned organisation with a rigorous and demanding work environment (multilateral organisations, multinational corporations, investment banks or strategy consultancies). Entrepreneurs who have been successful in fundraising and scaling up can also be admitted into an EMBA, irrespective of age.

4. Company Sponsorship for EMBA Candidates:

The willingness of a company/employer to sponsor its senior employees to pursue an EMBA (by paying their tuition fee and/or by giving them time off for study, travel and preparation) is the ideal testament to the seniority of the candidates within the organisation and their value for the organisation.

5. EMBA Curriculum:

The EMBA curriculum is generally more holistic (less segregated into functional subject areas) than a Full-time MBA curriculum and has a stronger emphasis on strategy and soft skills development (leadership, negotiation, communication, time management, board management). The learning goals revolve around both professional and personal development.

6. EMBA Class Size & Pedagogy:

EMBA class sizes vary, with a typical size of up to 40 as a single learning group. This class size allows a faster-track intensive and intimate learning experience centred on in-class discussions of real-life cases and the professional experience of the candidates. Small-group learning and project-based learning are key to the classroom experience in an EMBA.

7. EMBA Assessment:

Formal examinations are normally used to a lesser extent in an EMBA, while continuous assessment and project-based assessment are more prevalent. A rigorous assessment regime is key for

maintaining the integrity of the EMBA as a masters-level qualification. Therefore, the EMBA is not to be confused with Executive Education programmes, which often do not require assessment.