



UNIVERSITY OF EDINBURGH  
Business School

# THE EDINBURGH MBA

Built on our heritage.  
Designed for your future.



Edinburgh is a leading international centre for business and finance. It's also a beautiful inspirational city. And here at the University of Edinburgh Business School you have an opportunity to study for your MBA in a university ranked in the world's top 20. I'd like to thank you for your interest in the Edinburgh MBA.

We're working closely with our faculty to ensure the programme evolves continuously and is responsive to external realities. As the world's premier management qualification we believe the MBA is ideally placed to guide us through these uncertain times. As the financial situation continues to challenge economies globally, a parallel theme is emerging as we ponder how to address climate change and environmental degradation. The Business School is at the forefront of addressing these issues. As a school with internationally renowned centres of excellence in areas including finance, credit risk, entrepreneurship and carbon management, our MBA draws from a wealth of academic and practitioner expertise.

The School has recently moved to a new building at the heart of the University campus. This move is the culmination of a significant investment by the University. The state-of-the-art space represents the premium student experience we aspire to deliver.

If you'd like to find out more about the School or our MBA programmes, please do get in touch with our programme directors. We are also happy to introduce you to our alumni. Or, better still, come and visit us yourself. I think you'll be suitably inspired.

**Nick Oliver**

Nick Oliver, Head of School





# Welcome

This brochure contains detailed information about our portfolio of MBA programmes. **The Edinburgh MBA** is one of the most highly regarded in the world. Internationally accredited and highly ranked, it provides a unique opportunity to develop your skills in one of Europe's leading universities - in one of the continent's most beautiful cities. **The Edinburgh MBA** is grounded in a philosophy which finds its origins in the Scottish Enlightenment. Focused on developing an individual's true potential, the MBA offers a values-led curriculum focused on leadership, innovation and best practice. If you need any further information please don't hesitate to contact us.

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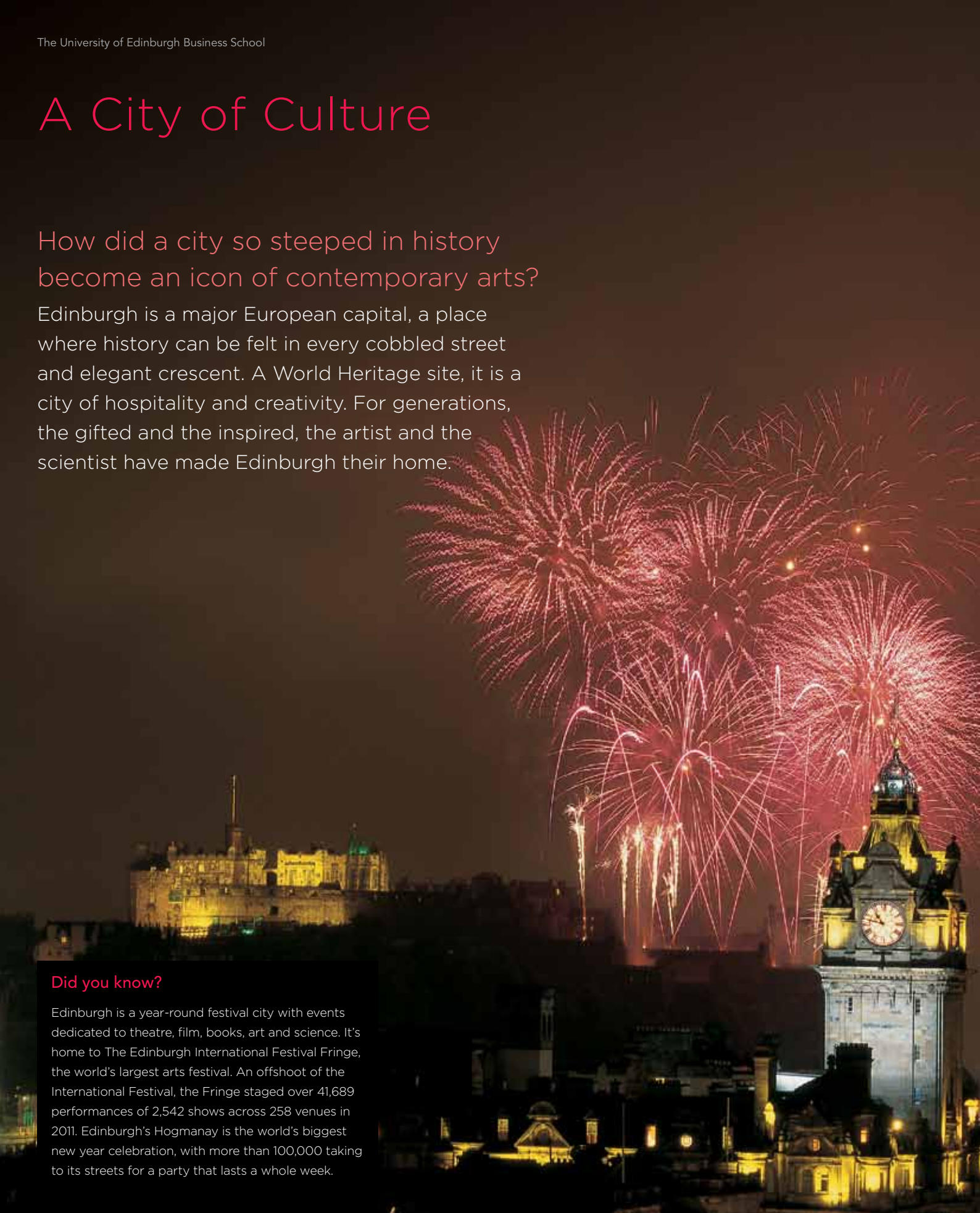
# A City of Culture

How did a city so steeped in history become an icon of contemporary arts?

Edinburgh is a major European capital, a place where history can be felt in every cobbled street and elegant crescent. A World Heritage site, it is a city of hospitality and creativity. For generations, the gifted and the inspired, the artist and the scientist have made Edinburgh their home.

## Did you know?

Edinburgh is a year-round festival city with events dedicated to theatre, film, books, art and science. It's home to The Edinburgh International Festival Fringe, the world's largest arts festival. An offshoot of the International Festival, the Fringe staged over 41,689 performances of 2,542 shows across 258 venues in 2011. Edinburgh's Hogmanay is the world's biggest new year celebration, with more than 100,000 taking to its streets for a party that lasts a whole week.



“Edinburgh is a truly amazing city with such incredible beauty that it was a joy to study there.”

Yoni Titi, Postgraduate student

Named the ‘Best Place to Live and Work in the UK’, Edinburgh is a remarkable city, notable for fine Georgian and Victorian architecture, expansive parks and gardens. Here, you’ll find a royal palace, a clifftop castle and an extinct volcano – all in the heart of the city. You’ll also find the Scottish Parliament, housed in an iconic piece of modern design.

It’s an ancient city bursting with life. With four universities, major international arts festivals, world class galleries, theatres and concert halls, Edinburgh enjoys a modern dynamism within its historic streets. People from all over the world have settled here, and there’s a strong ethnic flavour to the bars, cafés and restaurants. It has all the advantages of a major European capital, yet is small in scale – only half a million people – and safe.

Beyond the city boundaries, Scotland is a land of rugged beauty, one of Europe’s last great wildernesses with mountains, lochs and seven thousand miles of stunning coastline. Within a few miles of the School lies the gently rolling countryside of East Lothian, with beaches, villages and famous golf courses just waiting to be discovered. Scotland is, of course, the home of golf and its birthplace, the ancient town of St Andrews, is less than a couple of hours from here. The landscape of this striking, diverse land could have been made for the outdoor sporting life. Skiing, surfing, hiking, mountain biking and kayaking are just some of the exhilarating activities on offer.



Edinburgh is the capital city of Scotland located on the south-east coast near the North Sea. The city is well-connected, offering a range of direct international flights and extensive rail links.

Distance from Edinburgh:

- Edinburgh to Glasgow - 1 hour by train
- Edinburgh to London - 1 hour 25 mins by plane
- Edinburgh to Dublin - 1 hour 10 mins by plane

Opposite page: Fireworks over Princes Street Gardens with Edinburgh Castle lit up in the background  
This page, top: Edinburgh’s famous Royal Mile during the festival season  
This page, bottom: The festival comes to the University’s George Square

# A City of Business

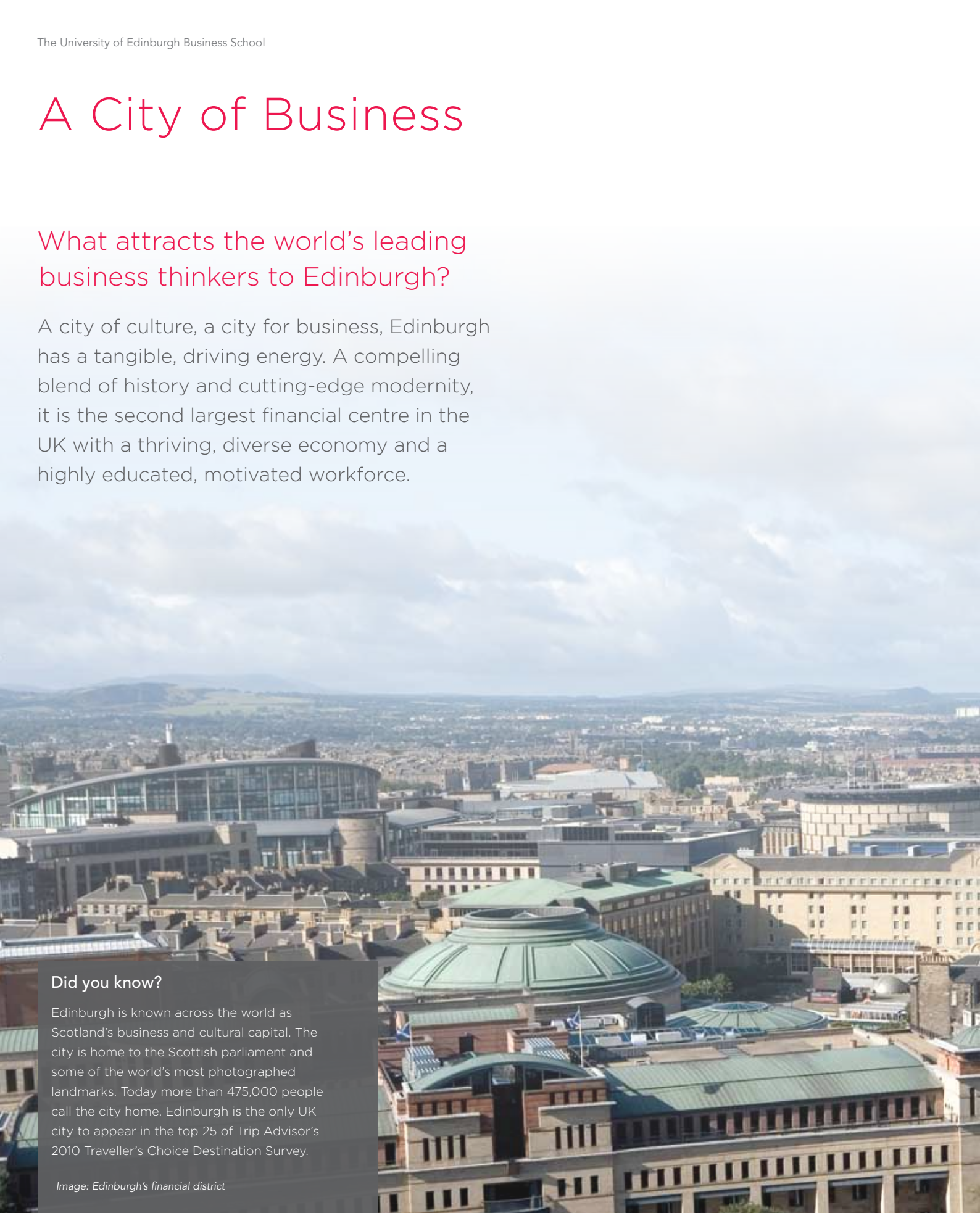
## What attracts the world's leading business thinkers to Edinburgh?

A city of culture, a city for business, Edinburgh has a tangible, driving energy. A compelling blend of history and cutting-edge modernity, it is the second largest financial centre in the UK with a thriving, diverse economy and a highly educated, motivated workforce.

### Did you know?

Edinburgh is known across the world as Scotland's business and cultural capital. The city is home to the Scottish parliament and some of the world's most photographed landmarks. Today more than 475,000 people call the city home. Edinburgh is the only UK city to appear in the top 25 of Trip Advisor's 2010 Traveller's Choice Destination Survey.

*Image: Edinburgh's financial district*



The University of Edinburgh Business School embodies this potent mix. The University offers a stimulating learning environment, nurtured and developed since 1583. The School itself is one of the most respected, most progressive in Europe, with alumni drawn from all corners of the globe.

Here at the heart of Edinburgh, the School is perfectly placed to engage with the local, national and international business community. Several major global financial institutions – banks, insurance companies, investment houses, brokers – have their HQs in Edinburgh. In a city that brought the world Dolly the Sheep, (the world's first cloned mammal), that is home to the most powerful computer in the UK (here in the University), that has developed the country's most vibrant bio-sciences sector, sits our School right at home in this atmosphere of innovation and collaboration.

Edinburgh's focus on cutting-edge learning attracts the world's leading thinkers and business people to the city. It is a major conference destination, a venue for international symposia and research meetings.

In a country at the leading edge of research into renewable energy, and a city at the heart of Europe's financial system, we have a notable pool of talent to draw on. And we do. Every week, guest speakers present to students, engage in debate with faculty and encourage our potential entrepreneurs. We're connected to business in real, practical, exciting ways.

As one of Europe's leading financial centres,  
Edinburgh uniquely combines a dynamic business  
community with its status as a World Heritage Site.

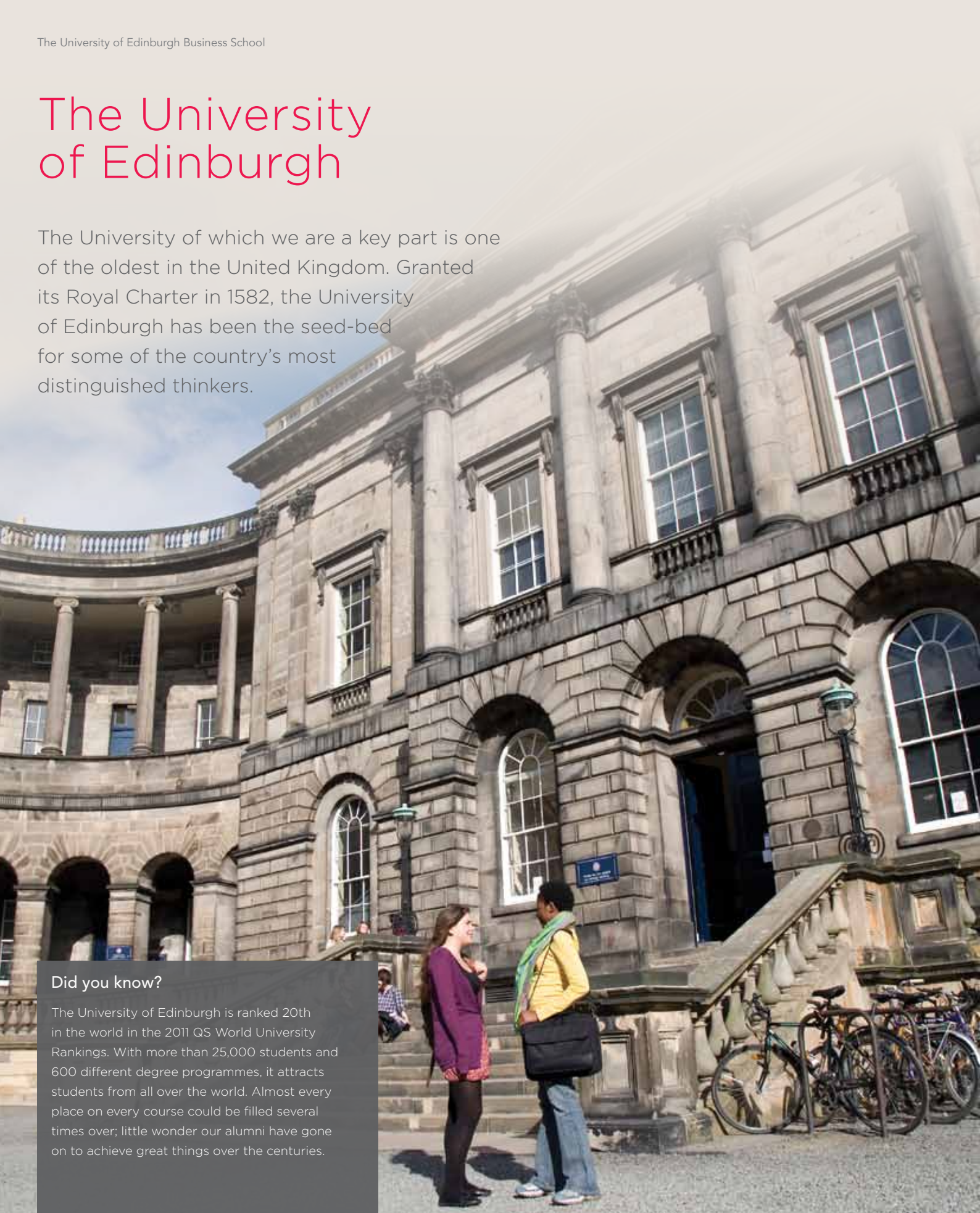


# The University of Edinburgh

The University of which we are a key part is one of the oldest in the United Kingdom. Granted its Royal Charter in 1582, the University of Edinburgh has been the seed-bed for some of the country's most distinguished thinkers.

## Did you know?

The University of Edinburgh is ranked 20th in the world in the 2011 QS World University Rankings. With more than 25,000 students and 600 different degree programmes, it attracts students from all over the world. Almost every place on every course could be filled several times over; little wonder our alumni have gone on to achieve great things over the centuries.



During the 18th century, the University lay at the heart of a truly remarkable period in European history. The Scottish Enlightenment fused art, science, politics, law and sociology to create a new, reason-based approach to the human condition. The Enlightenment nurtured many great thinkers, a great number of whom studied or taught here.

The extraordinary level of creativity shown by the faculty, students and alumni of Edinburgh is evident, for example, in the naturalistic philosophy of David Hume; James Hutton's founding of modern geology; Charles Darwin's Theory of Evolution; James Clerk Maxwell's unified model of electromagnetism; Joseph Lister's development of antiseptis; Sir James Young Simpson's revolutionary work with anaesthesia; Sophia Jex-Blake's pioneering work in advancing medical education for women; Peter Higgs' prediction of new subatomic particles; and the first cloning of a mammal by Sir Ian Wilmut and his team. Today, the University is breaking new ground in renewable energy research, in medicine and in informatics.

The globally 20th ranked University of Edinburgh has played a key role in the development of science, arts and business for more than 400 years. Scholars, poets, politicians, scientists, humanists, entrepreneurs and dreamers alike have all found inspiration here.



“Industry, knowledge and humanity are linked together by an indissoluble chain.”

David Hume, world famous Scottish philosopher, economist and historian

# The Business School

The University of Edinburgh Business School enjoys a long tradition of teaching and research. The School offers undergraduate, postgraduate and executive education programmes in business and management and provides a platform for research, discussion and debate on a wide range of business issues. The School has a world-class faculty of over 70 members. The 2011/12 student population is close to 1,400 (with 499 students pursuing postgraduate studies).

Part of the University of Edinburgh, one of the world's top 20 universities with a rich heritage of delivering education for over 400 years, the Business School has an international student body typically representing more than 88 countries.

The Edinburgh MBA programmes were first offered in 1980 and since then, the School's postgraduate degree portfolio has grown significantly and now lies at the forefront of business development in areas such as finance and risk, international business, carbon management and accounting.

Over 4,000 postgraduate students from a variety of backgrounds and nationalities have successfully graduated from these programmes.

## Did you know?

The University of Edinburgh Business School and its programmes feature highly in global rankings produced by both the Financial Times and the Economist. The School also holds both EQUIS and AMBA accreditations. These awards are testimony to the quality of our programmes, students, research, staff and alumni.



## Who we are

We are a catalyst. A place where ideas are born, theories debated and business done. Much more than a source of knowledge, we can make a crucial difference to the career and personal progression of our students. Our MBA programmes have a strong foundation in academic research, yet all are designed to tackle the very real issues that face today's international business community.

This indivisible link between School and business can be found right across our work. It's there in our sponsored research, in our executive education programmes, in our guest speaker series, in our Entrepreneurship Club and in our student projects. It's there in the lecture theatre, the classroom and the café.

## Cutting edge research

Research is the lifeblood of any major business school, creating leading-edge thinking that will inform and sometimes revolutionise future business strategy. Be it methodological, applied or blue sky, the research conducted at Edinburgh seeks to set the agenda across a wide range of business disciplines.

Our research clusters, staffed by teams whose work has real influence in business, in government and the public sector, place original research, original thought at the core of the MBA curricula. The latest research to come out of the School includes some truly groundbreaking work in carbon management, finance, credit scoring and public management.

## International impact

Business is global. So are we. Our MBA programmes get to the core of international business and finance to address key issues of the day. Our students, like many of our teaching faculty, have an international background in terms of nationality and career.

This strong sense of internationalism creates a lively theatre of debate among students and between students and faculty. We always look to create a mix of nationalities and backgrounds so that we are able to learn from each other, sharing ideas and insights into different cultures. Our MBA portfolio typically attracts students from over 25 different countries.

The University of Edinburgh Business School faculty numbers some 70, with at least 1,400 students studying here at any one time. Our faculty has substantial commercial experience and an impressive track record in the publication of original research and our professors are some of the most respected in business academia.

## Impressive resources

With ambitious plans to become one of the leading Business Schools in Europe the School secured substantial investment from the University to develop new premises that could truly act as a hub for business.

With eight lecture theatres, 18 syndicate rooms, an expanded library space (The Hub), dedicated meeting space for staff and students and wireless throughout, this new building was designed with staff and student needs paramount. The School has an executive education centre on the 4th floor and a spacious café (The Exchange) on the lower ground floor.

The centre of the School's knowledge base is The Hub. This provides students with electronic access to a vast array of specialist research databases, online journals and many of the leading financial information services including Datastream, Osiris, Thomson ONE Banker, CRSP (Centre for Research in Security Prices) and Compustat.



# The Edinburgh MBA

Are you ready for a life changing experience?

There are two key questions in any prospective student's mind: 'Why an MBA?'; and 'Which programme to choose?' The answer to the first is simple: it is the most valuable business qualification in the world.

## From Kazakhstan

Luiza Jilkibayeva, a 2011 Business School graduate standing on top of Calton Hill with views across to one of Edinburgh's seven hills, Arthur's Seat.



## Which programme should you choose?

The question above is more involved and is dependent on a number of factors including the reputation of the School, its location, and fundamentally, the programme itself. The University of Edinburgh Business School MBA has a rich heritage, while embracing cutting edge business thinking for the future. This values-led approach to business education sets it apart from other leading MBA programmes. These values are grounded in reason, focused on leadership, innovation and integrity and aimed at producing business leaders who will make a significant contribution to society.

The programme design (see below) is built upon the two, interlinked principles of collaboration and developing the individual. It is also underpinned by the recognition that people undertake the MBA to advance their careers.

## Programme overview

The Edinburgh MBA is comprised of five key components:

### Foundation

A solid grounding in the core management disciplines and concepts.

### Specialisation

The opportunity to explore specific subjects in more depth through our wide range of specialist courses.

### Application

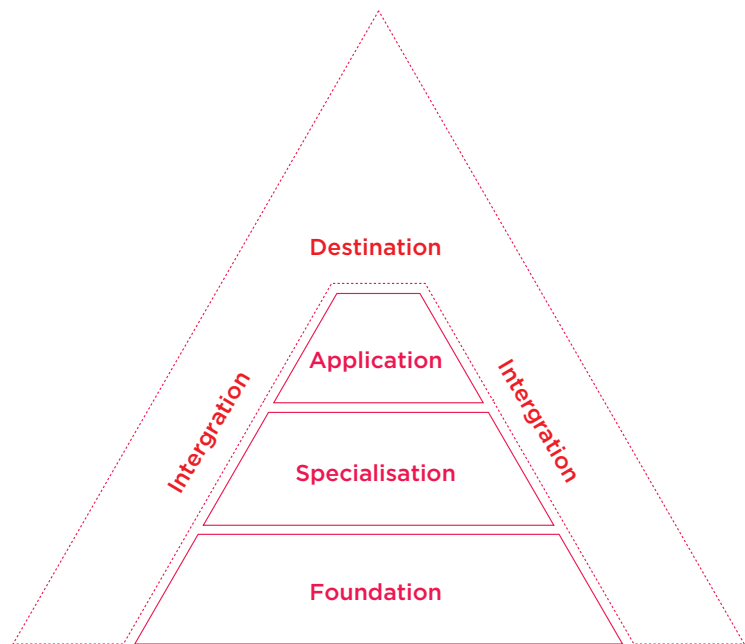
The ability to apply theory and practice to real life business challenges.

### Integration

The development of cross-disciplinary skills through integrative projects.

### Destination

Significant development of personal and communication skills, focusing on the progression of your chosen career.



Programme design



## Collaboration

The learning approach we take is a collaborative one. With students drawn from different cultures and organisational backgrounds, the MBA is both an intellectual and social experience. A strong emphasis is placed on teamwork, delivered through interactive lecture sessions, group work and case studies. You could find yourself working in a group with an economist from Africa, a chemical engineer from China, a government official from the UK and an entrepreneur from North America.

In a typical student cohort, there may be anywhere between 400 and 600 years of work experience right there in your classroom. This gives you an unrivalled opportunity to tap into a vast pool of knowledge and experiences. In many cases, you will potentially learn more from each other than you do from the faculty – our job is to maximise and facilitate the learning opportunities.

Collaboration not only underpins the students' learning experiences, it also lies at the heart of the School's approach to the business community. We work with the corporate sector in many different ways. Our Guest Speaker series, for example, brings some of the UK's top business leaders (see right) to the School to share their insights. You will absorb the views and working practices of leading business people, senior industry leaders motivated by the opportunity to engage with you, the next generation of business leaders.

We work with a wide range of industry sectors and individual organisations on shared research projects which, in turn, are discussed and debated within the classroom. This collaboration extends to our network of alumni and business partners, helping to provide consultancy projects and internships which feature prominently on the MBA programmes. These connections place us at the heart of business and at the centre of good business practice.

## Developing the individual

While the emphasis is on collaboration rather than individualism in the learning environment, the Edinburgh MBA places an equal emphasis on a very personalised approach to your own development. This ensures that, alongside the in-depth business learning, your MBA will also develop the personal skills and characteristics required by senior managers in the modern business setting. The Edinburgh MBA is underpinned by a framework, refined and developed over a number of years. This provides the basis for a wide range of leading edge diagnostic tools, one-to-one feedback and coaching sessions, as well as specific inputs from both our faculty and outside specialists. From this you will gain detailed perspectives on your current capabilities and identify the areas you will need to develop to fulfil your potential. That, in turn, will enable you to realise your career aspirations.

## Philosophy

The Scottish Enlightenment had its own special flavour to that of the wider European Enlightenment. It distinguished itself with such values as reason, leadership, integrity and innovation for the practical benefit of both the individual and society as a whole. These virtues underpinned a dynamic and vibrant period in which advances were made in areas as diverse as agriculture, architecture, economics, engineering, geology, law, medicine, philosophy and sociology by such luminaries as Adam Ferguson, David Hume, John Playfair and Adam Smith. Edinburgh University was at the centre of this seminal epoch. And indeed the values of the Scottish Enlightenment continue to inform our MBA programme.

## Leadership

The Edinburgh MBA provides an ideal opportunity to explore aspects of leadership and group dynamics amidst the stunning landscape of the Scottish Highlands. In fact the programme boasts a week-long leadership module in the Scottish Highlands. In addition the outdoor development weekends are based at the University's own facility on the banks of Loch Tay and provide an unrivalled opportunity to mix with students drawn from all the Edinburgh MBA variants. With the emphasis on enjoyment, the weekend further extends the opportunities for cultural exchange and mutual learning.

### Recent corporate speakers

- Aggreko  
Group Finance Director
- Bank of England  
Member of Monetary Policy Committee
- Cairn Energy  
Chairman
- Deloitte UK  
Chairman
- Deutshe Post  
CFO
- Edinburgh  
International Festival  
Managing Director
- European Commission  
European Commissioner  
for the Internal Market  
and Services European  
Commissioner for  
Competition
- IBM  
CEO
- KPMG  
Director of  
Corporate Finance
- Lloyds Banking Group  
CEO
- Procter and Gamble  
Senior HR Manager
- Royal Bank of Scotland  
MD Retail Products
- The Scotsman  
Executive Editor
- Scottish Development  
International  
Director of Operations
- Scottish Enterprise  
CEO, also Chairman
- Skyscanner  
CEO
- Standard Life  
Head of Corporate  
Responsibility
- STV Group  
Chief Operating Officer
- Tesco  
Chairman
- Wolfson  
Microelectronics  
Founder
- WWF Scotland  
Director

## The MBA as a career tool

The success of the University of Edinburgh Business School's MBA programme is reflected in the career achievements of its graduates. Our MBA alumni are a 3,844 strong global network setting the business agenda around the world in all sectors and industries. Current students benefit from this network and also from an MBA programme that focuses on the career development of the individual.

Collaboration and personal development are intrinsically linked to achieving career aspirations. For some, the Edinburgh MBA is the next step on their existing career path. For others it provides the opportunity to reconsider their futures and embark on a totally new career direction. Armed with both the qualification and the experience of the Edinburgh MBA, our students go on to enjoy fulfilling, successful careers in major corporations and organisations across the globe. A sample of recent recruiters is shown on page 15.

Other students are inspired to set up their own businesses, perhaps using their dissertation as an opportunity to develop their own business plan. The School offers a real focus on entrepreneurship. It is entrepreneurs who shape the business world of tomorrow. They also help to shape the programmes here in Edinburgh. Our Edinburgh Entrepreneurship

Club is a well established forum for like-minded individuals to come together and share ideas, develop business models and seek assistance. We have two Entrepreneurs in Residence to whom our students can turn for advice, transforming innovative thinking into real business success.

For all, however, the Edinburgh MBA has the potential to be a life changing experience. The School recognises the nature of the investment people are making in themselves and their careers, by undertaking the MBA. So, in order to help you maximise the return on your investment, in addition to the specialist career and personal development team, we also provide a range of other services including an MBA-specific online job register, career related talks and presentations and access to the powerful alumni network around the world and the corporate relations network.

This support does not stop at the point of graduation. As part of the alumni network, you can continue to access the specialist advice and in-depth support provided by our career and personal development team, as well as a range of services to ensure your future success. These include an alumni magazine, Aluminate, access to a dedicated website, online career management services, database and events in both the UK and overseas.

### Class of 2010 Post-MBA Destination:

Consumer/Retail  
4%

Healthcare/Life Sciences  
4%

Oil/Gas/Utilities  
6%

Banking  
8%

Leisure  
8%

Manufacturing  
8%

Transportation/Logistics  
8%

Not for Profit/Gov/Public Sector  
12%

IT/Telecoms/Electronics  
12%

Other  
12%

Consultancy  
18%

### Employment profile of 2010 graduating class

- **86%** accepted a job offer within 3 months of graduation
- Average alumni salary three years after graduating **\$113,598**

“The School has an international appeal that is superior to other schools throughout Europe with students drawn from over 30 different countries.”

Estee Chaikin, MBA in International Business

Organisations that have recently recruited Edinburgh MBA graduates include:

- Asset Value Investors
- Bank of Montreal
- British American Tobacco
- BSKyB
- Cairn Energy
- Credit Suisse
- Deloitte Consulting
- Ernst & Young
- First National Bank
- First City Monument Bank
- Foreign Office (Civil Service)
- GE Capital Solutions
- Genuity Capital Markets
- HBOS
- Honda
- IBM
- Marks & Spencer
- MITE Consultants
- Motorola
- Mott Macdonald
- NHS Highland
- Pricewaterhouse Coopers
- Qatar Airways
- Scottish Widows
- Shell
- Standard Chartered Bank
- State Street Global Advisors
- Toshiba Corporation
- United Nations
- Wood Mackenzie Consultants

### MBA student profile

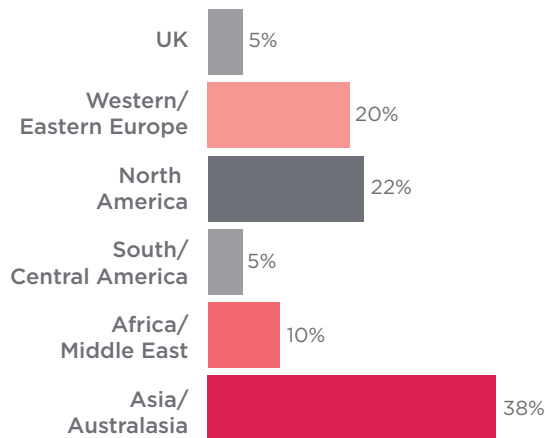
Our MBA students are characterised by their high level of work experience from a diverse range of industry backgrounds and nationalities. We encourage as varied a mix of backgrounds as possible to ensure that our students enjoy a broad and balanced interaction of ideas in their group working.

#### Student Profile 2011/12

Average age **30**

Work experience **6.7 years**

### Nationalities of Class of 2011-12 (Full-time MBA and Full-time MBA in International Business combined)



“We were frankly astonished by the overall calibre of the applicants applying to us from the University of Edinburgh Business School. Academically they were top notch and for a business such as ours, the global spread of experience on offer was a perfect match. We have happily made offers to two students this year and were spoilt for choice.”

Sharon Bentley-Hamlyn,  
Director, Aubrey Capital Management Ltd.

### What choices do you have?

There are four ways to study for The Edinburgh MBA:

**Full-time** over 12 months. [Page 16 >>](#)

**MBA in International Business** over 16 months. [Page 20 >>](#)

**Modular** up to 48 months. [Page 24 >>](#)

**Executive MBA** [Page 26 >>](#)

Whichever way you choose, you'll enjoy all the benefits of a highly flexible programme with a very strong academic foundation, focus on personal development and a cast-iron link to business.

# Full-time MBA

The Full-time MBA is ideal for those who are looking to change direction in their career or to add significantly to their knowledge and business expertise



## From Canada

Paul Tambeau, a 2011 MBA graduate standing on Calton Hill with a backdrop of the Edinburgh skyline.

## MBA Primer

All students are invited to complete a number of bespoke primer courses. These online modules give students an opportunity to lay a foundation for Semester 1 modules.

## Induction

The induction week is an introduction to both the School and the way the programme works. It's a mixture of fun and practical information. It's also an opportunity for you to get reacquainted with the discipline of formal study – a style of study that is quite different to that of the undergraduate. We know that many students bring their families to live with them in Edinburgh. As such, we make all welcome, provide introductions to life in the city and ensure there is a network for partners to feel involved with.

## Programme Structure

Semester 1 classes will be delivered in two blocks of half-days or full-days with Wednesday afternoons dedicated to career related activity. Each block will last four weeks with exams in week five. The leadership and personal development programme underpins semester 1 and 2a with a week-long leadership course in semester 1 and weekly interventions in semester 2a. A Business Simulation programme takes place for a week in December. These longer blocks allow for a more stimulating student experience and a greater degree of flexibility for course organisers. The structures include lectures, guest speakers, company visits and more time for discussion, case work, group work and group / individual study.

In Semester 2 you select five options to further your learning. You also do a course in Corporate Strategy, Critical Inquiry for Business, Decision Analytics and in Semester 2b you undertake a week long leadership course uniquely taking place in the Scottish Highlands.

## Specialisations

In Semester 2 a specialisation route is available for students looking for more focused pathways through their programme. A specialisation consists of taking two options in semester 2 and the Capstone project in a specific area. Centred around the School's research centres the specialisations reflect specific areas of strength. Students that choose this route in their MBA will have their specialisation recognised with a University of Edinburgh Business School Certificate in Finance, Carbon Management, Entrepreneurship & Family Business and Strategy. Specialisations must be agreed in advance with the programme team. You take your two specialist option courses out of the five options that the programme entails.

## Business Simulation

At the end of Semester 1 you compete in a week long business simulation where each of the teams run their businesses against one another in a highly interactive and stimulating on-line environment. The simulation requires teams to bring all their knowledge together they have gained so far on the MBA as well as hone their creativity, team working and leadership skills in order to be successful.

## Leadership and Personal Development

The LPD programme provides each student with the opportunity to reflect on and refine their own personal leadership style in order to advance their career. A combination of seminars, workshops and diagnostics delivered both by the School's in-house specialists as well as external consultants enable you to gain invaluable personal insights and perspectives.

## Career Development

Recognising the importance the MBA plays in relation to future careers the Career Development Programme is designed to provide support and guidance on helping you achieve your potential. The first part of the programme is designed to provide essential career planning advice as well as helping you market yourself as effectively as possible using both traditional and non traditional approaches. The second part of the programme provides individual support and coaching to allow you to prepare for the next steps on your career path.

## Leadership

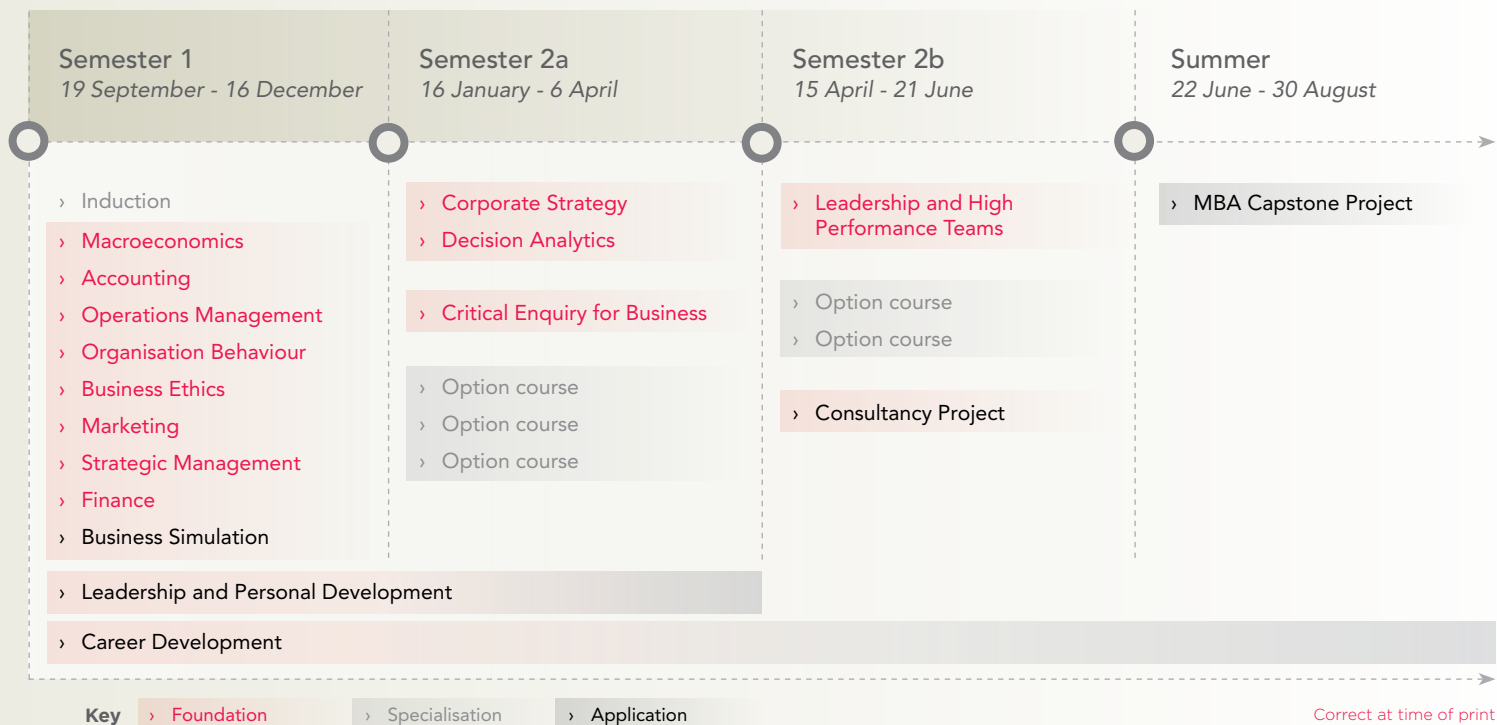
The Leadership and High Performance Teams module is the final core course of the MBA consisting of a week-long programme that takes place in the Scottish Highlands. Against the backdrop of one of the last great wildernesses in Europe, you will learn how leaders can create the conditions for teams to excel, to establish patterns of interaction within teams that lead to high performance, and to make decisions in high pressure environments. This is a unique module offered by the University of Edinburgh MBA, and regardless of your level of leadership experience, it is designed to give you the tools and confidence to become effective leaders.

## Assessment

Each course component uses a combination of formal examination, individual/group assessment, project work and class participation. The nature of the component will dictate which form(s) of assessment are used.

**See over the page for details on the Consultancy Project and MBA Capstone project. >>>>**

# Full-time MBA Programme Structure



## Case Study

Amelia Whitelaw  
Full-time MBA,  
2011 graduate

I am so pleased I chose to study for my MBA in Edinburgh. I spent the last ten years working in higher education and the most recent six working in international collaborations with research institutions. **I felt the MBA was the logical next step for me to further develop my career.**

I was particularly attracted to the Edinburgh MBA by the strong focus on business ethics and the international student population.

My classmates came from such diverse backgrounds it was fantastic in the group settings. Very different perspectives can be quite astonishing in group work but really beneficial to learning.

A real driver for me was the city itself. I have really enjoyed Scotland and Edinburgh is beautiful – the mixes of history, architecture, quality of life, location and easy access to Europe have all contributed greatly to this experience. I opted for private accommodation in the New Town and a real treat for me has been my beautiful walk home every evening.

I have really benefited from the core programme. In addition the electives were really strong with an extensive range of options.

The calibre of academics and staff is very high. **This is a professional degree but with the core curriculum being taught by leading academics as well as great access to well respected business people.**

The School facilities also really contributed to the experience. The high specification on the syndicate rooms, computer labs and library and café meant I wanted to spend time in the School.

One of the highlights of the year was the leadership week in Glenmore in the Scottish Highlands. This was the culmination of all the things we had learnt, in a unique environment.



## MBA Student Projects

The School connects you to business in very real, practical ways. The opportunity to work directly with corporate clients either through the MBA Consultancy Project or the MBA Capstone Project is a key component of the programme. The organisations you collaborate with may be a blue chip corporate, a specialist consultant, a charity or an exciting start-up.

### The MBA Consultancy Project

Companies involved in this scheme task our MBA students with a strategic business project which they undertake in Semester 2b. A small team of students – supported by our academic staff – will spend around 150 hours consulting on an important management issue identified by the organisation. Findings and recommendations are then formally communicated via a presentation and a written report. Our Student Projects Manager works with organisations to identify issues that might be appropriate for student consultancy.

Previous MBA Consultancy Projects included an analysis of the life cycle of change within pension funds for State Street and research for market entry into the medical scanner machine market for ST Microelectronics. Students also looked at defining the market opportunity and commercial feasibility for a sustainable development accreditation scheme for public sector procurement at Third Wave Ltd (a sustainable development and CSR consultancy).

### Fees

Fees for entry in September 2012

**£24,550**

### Sample list of option courses

- |  |  |  |
|--|--|--|
| - Business Coaching                              | - Family Business Management                           | - Planning, Budgeting and Control  |
| - Business Law                                   | - Financial Analysis                                   | - Project Management   |
| - Business Finance                               | - Green Entrepreneurship                               | - Scenario Planning and Strategy   |
| - Business to Business Marketing                 | - Global Strategy                                      | - Strategic Human Resources and the New Economics of Personnel   |
| - Carbon Accounting                              | - Investment and Securities Markets                    | - Takeovers and Mergers  |
| - Consuming and Communicating Brands             | - Lean Business  | - The Entrepreneurial Manager  |
| - Developing Inclusive Business Strategies       | - Management Consultancy                               | - Work Psychology  |
| - Economics of Strategy                          | - Management of R&D and Product Innovation             |  |
| - Emission Reduction Project Development         | - Negotiations   |  |
| - Entrepreneurial Growth for the Family Business | - New Venture Creation and the Entrepreneurial Process | <i>We also offer some additional qualifications including a consultancy certificate and a business coaching certificate.</i> |

## The MBA Capstone Project

The conclusion of the MBA brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights gained each student devises the subject matter (in discussion with faculty) and sets the research agenda. The subject chosen should be viewed in light of future career plans. Students have been offered positions as a direct result of their MBA Capstone project. The Capstone Project can take many forms, including a research based document, business plan, case study or report (or indeed a combination of elements of these). A very popular option amongst students is to work with an organisation on a project that will add value to its business. The output is a substantial report combining the student's experience and MBA knowledge to provide research, analysis and recommendations. The Student Projects Manager works with students and corporate clients to facilitate engagement.

Topics investigated for previous projects include:

- Network Rail's corporate turnaround strategy
- Strategic performance management at the Royal Botanic Gardens, Edinburgh
- Innovation around the Facebook platform
- Strategic analysis of the wind energy industry in Scotland

### Recent consultancy project companies

- AG Barr
- Babcock Marine
- Bank of Scotland
- Bank of Scotland Investment Service
- Central Taxis
- Chartered Institute of Bankers in Scotland
- Edinburgh Chamber of Commerce
- Edinburgh International Festival
- Funky Moves
- IBM
- MacDonald Ferries
- Martin Currie Investment Management Ltd
- Matrix Group Resources
- Midlothians Council
- Napiers The Herbalists
- National Galleries of Scotland
- Quality Scotland
- Reactec Ltd
- Scottish Parliament
- Social Investment Scotland
- State Street
- STMicroelectronics (R&D) Ltd.
- Sustainable Glasgow
- Initiative Tailwind Solutions Limited
- The Indian Golf Company
- Wolfson Microelectronics
- Wood Mackenzie

# MBA in International Business

The MBA in International Business has been designed for business in a global economy. It immerses you in a world of cross-border deals, trade agreements, emerging markets and multinational organisations.

Studied across 16 months, it includes two exciting, intensive elements:

- an exchange study period at a partner institute
- a two or three month internship

## From Japan

Yukiko Yokoo, a 2011 MBA graduate pictured in Princes Street Gardens in the heart of the city with Edinburgh Castle in the background.



## Our Exchange Partners

### **Escuela de Alta Direction y Administration (EADA), Barcelona**

This triple accredited School offers strategy integration courses and international weeks, giving you the chance to interact with faculty and professionals from other countries.

### **École Nationale des Ponts et Chaussées (ENPC), Paris**

As the oldest of the 'Grandes Écoles', ENPC has a focus on operational research, economics, and business and finance in an international environment.

### **ESSEC Business School, Paris**

Located just outside Paris, ESSEC offers a large selection of options with a focus on luxury brand management and international hospitality management.

### **Fuqua School of Business, North Carolina**

Founded in 1969, Fuqua School of Business is part of the Prestigious Duke University in North Carolina. The Duke MBA prides itself on the breadth and depth of the programme content and the strength of their faculty. Thus the Fuqua MBA offers wide scope for an exchange.

### **IPADE Business School, Mexico**

Located in the centre of Mexico City, IPADE's mission is to create leaders with global vision, social responsibility and the capability to transform organisations and society. IPADE is accredited by AACSB and ranked in the FT top 100 business schools.

### **Macquarie Graduate School of Management (MGSM), Sydney**

MGSM is one of Australasia's leading centres of excellence in management education. The student body is mature and experienced giving you an engaging and challenging learning experience.

### **Nanyang Business School, Singapore**

Accredited by both EQUIS and AACSB, Nanyang offers a great learning environment, state-of-the-art facilities and world-class research centres.

### **Politecnico di Milano School of Management (MIP), Milan**

MIP is a consortium between the Politecnico di Milano and several leading public and private industrial groups. The focus is on integrating academic specialist know-how with practical professional elements derived from the world of business and consultancy. MIP's faculty is composed of teachers and professors at Politecnico di Milano, the School of Management, and prestigious Italian and international universities, as well as managers and consultants from leading industrial businesses, banks and service companies. MIP holds EQUIS accreditation and is one of only two Italian MBA programmes ranked by the FT.

### **Schulich School of Business, York University, Toronto**

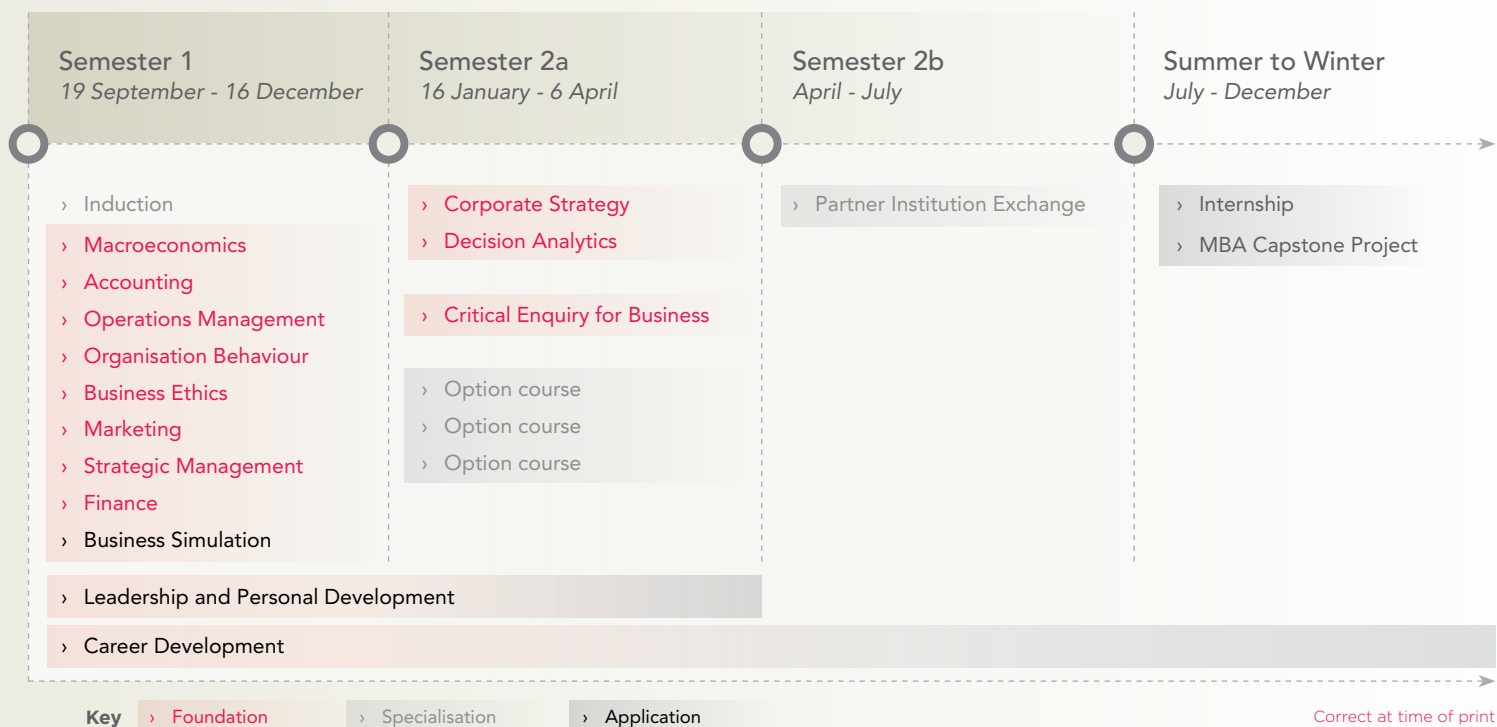
Located in Toronto, the financial capital of Canada, Schulich offers great facilities with technology enhanced learning resources and more than 20 MBA specialisations.

### **Shanghai International MBA, (SIMBA), Shanghai**

Set up jointly by Tongji University in Shanghai and ENPC in Paris, classes are taught as part-time modules, leaving plenty of time for exploring Chinese culture and business.



# MBA in International Business Programme Structure



## Case Study

Yoni Titi

Co-Founder of Coyne Titi Business Evolution,  
MBA in International Business graduate



Edinburgh is a truly amazing city with such incredible beauty that it was a joy to study there. **I learned much about other cultures with 30 different nationalities in the class.** I made many new friends from every continent and these friendships are still important to me and have proved highly beneficial, even a year after completing the MBA.

Following two semesters in Edinburgh, I had the opportunity to undertake an exchange programme to Schulich School of Business at York University in Toronto. Being such a diverse city, this gave me a further opportunity to learn about other cultures and to learn from the best.

I was then accepted onto the United Nations' New York internship programme. Here again I experienced so much that was new and inspiring.

**I returned to South Africa after the MBA and have embarked on a business venture of my own** which is proving to be rewarding as it seeks to make a significant contribution to skills development and the upliftment of many South Africans – a cause close to my heart.

“During my internship at Shell Exploration, I developed economic models for asset management and after my final project, I joined Shell’s treasury team.”

Mariela Monge, MBA in International Business

## Semester 1 and 2a

The first two semesters follow a similar format to the Full-time MBA programme. This includes twelve foundation courses and the chance to study three option courses.

## Semester 2b

### Study abroad

As befits an MBA in International Business, a key element of the programme is delivered at a partner institution in North America, Europe, Australasia or the Far East. Studying with the resident students there, you will be immersed in a new culture, perhaps even a new way of thinking. Our partners are carefully selected to ensure a high quality experience that complements the Edinburgh programme.

## Summer

### Internship

The internship takes place during the summer and autumn months following the completion of Semester 2b. It provides an unrivalled opportunity to gain work experience in the context of both your studies and your future career plans. Our specialist support staff are in touch with a global network of alumni and companies to help you find an internship that suits your needs.

## Autumn

### MBA Capstone (dissertation) project

Taking inspiration from the information and insights you have gained, including the experience acquired during your internship, each student devises the subject matter and sets the research agenda. The subject chosen must be in light of your own future career plans. Students have been offered positions as a direct result of their internship and project. Others use the project as their business plan for their own start-up.

## Recent internship host companies

- Accurate Group, USA
- AEGON, Edinburgh
- Bakkavor, UK
- Barclays Capital
- Beiersdorf (Nivea), Hamburg
- C Hoare & Co (Bank), London
- Century Prosper Ltd, Hong Kong
- Chicago Board of Trade
- Deloitte Touche Tohmatsu Limited
- Ernst & Young
- GE Healthcare Performance Solutions, France
- Intel
- Intradin (Shanghai) Manufacturing Co Ltd, China
- Investec, London
- Morgan Stanley, Tokyo
- NCR
- Network Rail, Edinburgh
- Nonprofit Enterprise and Self-sustainability Team (NESsT), Chile
- Royal Bank of Scotland
- Royal Botanic Garden, Edinburgh
- Shell, Aberdeen
- Shell UK
- Standard Life
- Standard & Poor’s, London
- Touch Bionics
- United Nations, New York
- University of Agricultural Science & Veterinary Medicine, Bucharest
- Velcro, China
- Wood Mackenzie Ltd

## Fees

Fees for entry in September 2012

**£26,100**

# Modular MBA

## Programme features

A Full-time MBA is a vital piece of business learning. It is also a time-consuming one. So if you have the commitment to study, but lack the time the intensive Full-time MBA requires, then the Modular MBA could be just what your career needs. It follows the same programme as the Full-time MBA but allows you to take up to four years to complete it.

Think of it as a series of self-contained semesters, a series of 12 week study periods, between which you can take up to a year's break.

## Case Study

Mark Gardiner Change Management  
Consultant The REACH Group

I am employed by The REACH Group which specialises in the implementation of continuous improvement processes within the oil and gas industry. I felt that the skills I was learning with them would be complemented by an MBA but due to the nature of my work including extensive travelling, I knew that part-time study wasn't an option. **Equally, my company were not keen**

**for me to be away for a year but were happy for absences for three months at a time. The Modular MBA has allowed me to study as though I was on the Full-time MBA programme.** I have been part of the class and participated in the group sessions, course work and social life that go with the MBA. In particular, I have benefited from the daily interaction with other students, learning as

much from them as from the studies themselves. I believe that I have already changed as a result of my MBA. **I approach problems in a more structured manner and the knowledge I have gained allows me to ask more informed questions inside and outside of work** and I have gained an interest in subjects that I would never have looked at before.





## About the Modular MBA

The Modular MBA is specifically designed for those students who:

- are unable to study full-time for 12 consecutive months but who wish to benefit from a full-time learning environment.
- wish to study alongside - and learn from - a very international, diverse and experienced group of students.
- are sponsored to undertake an MBA but cannot be away from the office for more than three months at a time.

Your studies will give you a solid grounding in core management disciplines and concepts and give you the opportunity to explore subjects that specifically interest you.

This learning experience will give you a true understanding of what lies behind business jargon. Integrative projects will help you develop essential cross-disciplinary skills leading to a significant development of your personal and communication skills.

The programme is both broad and deep, providing an overview of all the major management techniques as well as an insight into the more specialised areas of leadership. You will work both individually and collaboratively in small teams, finding innovative solutions to real world problems. This investigation into live, meaningful business problems comes to the fore during the research and consultancy work you will carry out for local companies.

### Fees

The programme fee for 2011-12 will be proportionate (credit based) to the Full-time MBA.

# Executive MBA

Good management is central to business success. Without it, there can be no cohesion, no teamwork, no real sense of direction. An Executive MBA is designed to provide an insight into the theories and practical skills needed for successful management and through that - a successful business.

It is especially beneficial for those with non-business backgrounds, perhaps in engineering, sciences, social sciences or the arts. It can be equally as effective for those yet to begin their career as those looking to make significant progress in one already begun.



## From Scotland

Neha Singhota,  
a 2011/12  
Part-time MBA  
student standing on  
the roof terrace of  
Olorosso Restaurant.

“The programme suited me as it offered personal interaction and collaboration with the flexibility to fit around my job.”

Nana Ghansah, Full-time MBA

## Introducing a New Executive MBA programme

For more than 20 years the University of Edinburgh had delivered a Part-time MBA programme. In 2011 a decision was taken to completely re-design the Part-time MBA programme to best meet market demand for the future. In consultation with employers, current students, alumni, corporate partners, potential students and our Advisory Board a brand new Executive MBA will be launched in 2012.

If you are interested in being one of the first to find out more about the new programme please email [mba@business-school.ed.ac.uk](mailto:mba@business-school.ed.ac.uk) to register your interest. Please keep an eye on our website for up to date information.

### Fees

As this is a new programme fees are not yet confirmed at time of print, please visit our website for up-to-date information

## Case Study

Sarah Turner  
Part-time  
MBA student

I have a mathematics and theoretical physics degree from the University of St. Andrews. I then did a postgraduate in actuarial science sponsored by Standard Life as part of their graduate programme. I worked for Standard Life for eight years and then took a career break and travelled. After that I joined Resolution, a closed fund consolidator and began work on corporate projects. I'm now working in a marketing role for an insurance company.

The MBA is something that kept surfacing for me over the years. **As an actuary I had a narrow qualification and the MBA offers a strategic perspective allowing me to better join the dots.** The timing was right when I applied this year and my employer agreed the programme was just what I needed for my CV. I do believe the programme allows me to be a lot more effective in my day job.

My class mates are great and I really value the

network. The core courses are excellent as are the options. The careers team are completely objective and really focused on my career and this is a huge benefit. **The quality of teaching, facilities and the central location are great and I'm enjoying this opportunity to be back in a university environment.**



# Making an application

The challenge of the Edinburgh MBA awaits. Are you ready to take it?

## Want to find out more?

We would encourage you to come to the School to attend one of our regular Open Days or Information Evenings to truly experience the Edinburgh MBA. Details of forthcoming events are posted on our website. We can also arrange informed one-to-one sessions with the Programme Director and are happy to put you in touch with recent MBA alumni.

## Educational and professional experience

Entry requirements are normally a 2:1/1st class Honours degree from a good university in any subject, or an appropriate professional qualification, plus at least three years' continuous work experience in substantial positions. For guidance, a 2:1 degree equates to GPA 3.25 or its equivalent.

Other equivalent qualifications can be requested from the Admissions Team. If a candidate has a lower class of degree than a 2:1 equivalent then professional qualifications with substantial work experience will be considered.

We will also consider applicants who do not hold a degree or professional qualifications if they have a very strong employment record demonstrating a high degree of responsibility. Generally, Full-time, International Business and Modular MBA applicants are required to take a Graduate Management Admission Test (GMAT) test. A minimum score of 600 is preferred. However if your score falls below this

minimum we will still consider your application assuming you meet the other prerequisites for entry, and if your application shows you to be an outstanding candidate. All Executive MBA candidates will be asked to complete tests of verbal, numerical and inductive reasoning.

## English language

If English is not your first language, you will need to satisfy one of the following requirements:

- Test of English as a Foreign Language (TOEFL)
  - Paper based TOEFL - Overall score of 600 or above (with scores of at least 55 in each section and a score of 4.0 in essay writing)
  - Internet based TOEFL - Overall score of 100 or above (with scores no lower than Listening 21, Reading 22, Speaking 23 and Writing 21)
- International English Language Testing System (IELTS): Overall score of 7.0 or above (with a score of at least 6.0 in each section)
- Cambridge Certificate of Proficiency in English (CPE): Grade B
- Cambridge Certificate in Advanced English (CAE): Grade A



## How to apply

We ask all candidates to complete an online application and a statement explaining why they want to do an MBA at Edinburgh. The statement should be approximately 500 words in length and answer the following questions:

- why have you selected this particular programme;
- what contributions do you feel you can make to the programme;
- and how do you see the programme affecting your career plans?

You will also be asked to provide references in support of your application.

## Fees

Fees for entry in September 2012 are:

Full-time MBA - £24,550

MBA in International Business - £26,100

Modular MBA - Proportionate to the Full-time MBA

*Executive MBA fees were not confirmed at time of print, please visit the website for up-to-date information.*

## Application deadlines

Demand for places is high and places are allocated to suitably qualified persons on a first come, first served basis. There is therefore a clear advantage in early application, uploading full documentation. We recommend that you submit your application by 30 June 2012 if you require a visa.

We are happy to consider applications received after this date if there is no visa requirement. If the programme is full before this date we will indicate this on our website. Once an offer is made, you have 28 days to accept the offer.

To apply online and for details of deposit payments, visit the specific MBA programme pages on [www.business-school.ed.ac.uk](http://www.business-school.ed.ac.uk)

# Get in touch

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[mba@business-school.ed.ac.uk](mailto:mba@business-school.ed.ac.uk)

[www.business-school.ed.ac.uk](http://www.business-school.ed.ac.uk)



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