Develop your professional knowledge
Masterclasses, MBA Option Courses, Custom

www.business-school.ed.ac.uk/executive
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There is no end to education. It is not that you read a book, pass an examination, and finish with the education. The whole of life, from the moment you are born to the moment you die, is a process of learning.

Jiddu Krishnamurti
Philosopher, writer and international lecturer
World class learning on your doorstep

Delivered by a University consistently ranked in the top 20 globally in the QS World University Rankings and a Business School standing among the top 1% in the world with triple AACSB, AMBA and EQUIS accreditation, our Executive Education programme provides access to the School’s best research and teaching.

The University of Edinburgh Business School Executive Education Programme brings you a range of topics that help business leaders think and act strategically in a context of competition, change and uncertainty. How do you manage the risks and challenges involved? And how do you make the most of opportunities for efficiency, innovation and new business models?

Focused on flexible, relevant and practical content, our classes are typically small – affording participants one-to-one attention and the opportunity to bring live case studies into the classroom.

Our Masterclasses provide easy access to the latest innovative thinking. You will be working and networking in collaboration with other senior professionals and led by a team of world-leading academics and top practitioners in their fields of expertise.

Our week-long MBA Options Courses provide a more in-depth look at the subject content. They provide the opportunity to study with current MBA and Executive MBA students and experience first-hand this unique learning environment – in the heart of one of Europe’s most vibrant cities.

Any of our courses can be tailored into a Custom Programme, brought to you in-house or delivered here at the Business School; and blended with additional support such as individual and team diagnostics and one-to-one or group coaching and mentoring.

We hope you find areas of interest that will benefit both you and your organisation, and we look forward to working with you soon.
Big ideas start here.
Welcome to our world. Executive Development.

Inspiring minds

Practitioner focused

Latest thinking

Tailored approach

Partnership working

Building networks

Collaborative business

Flexible solutions
MASTERCLASS

Our masterclasses provide easy access to the latest innovative thinking. You will be working and networking in collaboration with other senior professionals and led by a team of world-leading academics and top practitioners in their fields of expertise.
A Practical History of Financial Markets

Led by: Professor Russell Napier, Co-founder at ERIC, Electronic Research Interchange, supported by leading practitioners in their fields of expertise

How does one best determine ‘value’ in stockmarkets? What forces act to produce the regular material deviations from even the best estimates of such value?

These are the key questions that this masterclass seeks to answer. Although historical examples are utilised, this masterclass is an educational tool for active investors. Therefore it is a practical, and not just a chronological, history.

Learn about:

- which measures of equity valuation are predictive of future returns
- which forces cause equities to trade away from fair value
- the mechanisms through which money affects financial markets, specifically liquidity trades, and their impact
- the impact of changes in inflation on bonds, bills, equities and equity sectors in 16 different countries over the past 100 years
- the interacting key forces driving the mean reversion of equity valuations
- insights into the practical uses of behavioural finance
- common mistakes in the investment industry
- the role of the credit cycle in investing
- use the lessons learned to forecast our financial future over the next 10 years

This masterclass is a must for anyone with a vested interest in financial markets.

TARGET PARTICIPANTS:
CEOs and CFO’s in financial institutions, both in the public and private sector, in addition to finance managers, strategists, analysts and fund managers.

TESTIMONIAL
History’s predictive powers are considerable. This course helps us understand them, and then apply these lessons to investment management today. I would recommend A Practical History to anyone who wants to improve his or her understanding of investing.

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Advances in Behavioural Finance

Led by: Dr Arman Eshraghi, Senior Lecturer in Finance and Accounting and Director, MSc Finance
Dr Adam Moore, Lecturer in Psychology

Approaching theory from an applied perspective, this masterclass explores the nuances of decision making in the presence of risk and uncertainty, thus providing invaluable insights into the behaviour of both individual investors and finance professionals.

You will explore human behaviours and their impact on your financial decision making by using cutting edge research in the area of investor psychology and neuroscience, together with psychometric tests, risk profile assessments and real-time learning feedback.

This masterclass also focuses on practical applications for executives in charge of managing assets and investment client portfolios. Preparatory and follow up reading material, provided as part of the masterclass, will further develop your learning experience, and enhance your ability to successfully utilise these applications in your own organisation.

TARGET PARTICIPANTS:
CFOs, fund managers, financial analysts, wealth advisors, financial regulators, marketing managers in the finance sector and high net worth investors.

TESTIMONIAL
This masterclass has given me an excellent insight on the impact of psychology on finance and how this relates to biases and market anomalies.
Organisations learn how to internationalise and they find their own distinctive way of doing it. There is no template for internationalisation; each venture is different, however there are identifiable pitfalls that lead most firms to fail.

In this internationalisation masterclass you will learn the pitfalls, identify what these mean for your organisation, and learn the most effective ways of avoiding them.

With the support and guidance from people who have built businesses internationally, you will work out your own best way of internationalising.

The masterclass concludes with you testing your ideas with others who have gained wisdom from having ‘been there and done it before’.

**TARGET PARTICIPANTS:**
Entrepreneurs, marketing directors, business development managers and those charged with building international operations.

Led by: Professor Simon Harris, Chair in International Strategy
Building a Sustainable Business

Led by: Professor Kenneth Amaeshi, Chair in Business & Sustainable Development and Director of the Sustainable Business Initiative

The drive for sustainable development and corporate sustainability is reshaping the economic landscape, attracting regulatory attention and creating new business opportunities.

Globally, organisations are faced with increasing expectations in meeting environmental and social challenges. They are also expected to balance many, sometimes conflicting, demands and pressures across different stakeholder groups. Developing a competitive and sustainable organisation requires strong strategy and leadership to drive forward innovation and change. It also needs organisational change makers, working across all functions, who are inspiring and influential and able to motivate colleagues to embrace ethical and responsible practices.

This masterclass will ensure that whichever function you work in, you are able to integrate sustainability into your organisation and create responsible business practices across cultures and geographical borders. It will feature a mix of interactive discussions, guest lectures, panel sessions, practical exercises and action planning.

TARGET PARTICIPANTS:
CEOs, directors of foundations and government agencies, senior executives, health and safety executives and group heads of sustainability. Executives involved in health and safety, human resources, corporate affairs and corporate responsibility units.

TESTIMONIALS
Excellent masterclass, I hope to return along with my board members in the near future.

Following this masterclass I will make sustainability a core function of my business.

Our planet’s lands and oceans are already stretched to meet the demands of 7 billion people. The human population continues to grow. The search for sustainable solutions is an economic and a moral imperative if we are to create the future we want.

Ban Ki Moon, 2011
Secretary-General of the United Nations
Business and the Circular Economy

Led by: Dr Kathi Kaesehage, Early Career Fellow in Climate Change & Business Strategy
Dr. Xi Liang, Senior Lecturer in Energy Finance and Director, Centre for Business & Climate Change
Professor Kenneth Amaeshi, Chair in Business & Sustainable Development and Director of the Sustainable Business Initiative

Environment sustainability poses fundamental challenges to the way in which society is organised and governed. An interdisciplinary effort from businesses, society and policy makers alike is needed to respond to these challenges.

The University of Edinburgh Business School is dedicated to exploring the opportunities that the circular economy presents. This two-day masterclass will introduce participants to the opportunities and pitfalls that climate change brings to economic interaction.

The masterclass delivers an insight into the role that businesses play as potential leaders learn how to create a low carbon society, and trains the participants on how to enable an economy that is resilient in the future. Participants will be challenged to think about climate change, the economy and society’s prosperity in the context of businesses’ current and future decision-making. We will explore why and how businesses make decisions in the current economic system, and in which way such decisions are linked to the socio-economic contexts.

TARGET PARTICIPANTS:
CEO’s and senior management of public and private sector organisations in charge of strategic management decisions. Those interested in how their businesses and organisations can prepare for and help create a new economic system.

Like all major transitions in human history, the shift from a linear to a circular economy will be a tumultuous one. If businesses, governments, and consumers each do their part, the evolution of innovative business models and closed-loop concepts will put the global economy on a path of sustainable growth. Many years from now, people will look back on it as a revolution.

Frans van Houten
CEO, Royal Philips
Companies are expected to play a vital role in helping society mitigate and adapt to climate change. Finance will play a crucial part in the transition to a low carbon economy, with an estimated USD 500 billion required each year to implement the commitments made in the Paris Agreement.

Individuals who understand the investment opportunities and risks related to climate change are in high demand.

This masterclass distils key insights from the University of Edinburgh’s MSc in Carbon Finance, with input from both faculty and practitioners. Delivery can be either face-to-face, online or blended learning.

Topics include:

- Climate Change Sciences and Policy
- Energy Finance
- Carbon Markets
- Carbon Accounting
- Carbon Management

**TARGET PARTICIPANTS:**
Finance professionals, including investment practitioners, analysts and portfolio managers, keen to master essential skills in Carbon Finance.
In the ever expanding global and international marketplace, corporate organisations face challenges in a number of areas: increased competition, increased rate of change, pressures on market position, and global shifts in economic power.

There is an increasing need for these corporate organisations to create a smart organisational response: no more ‘business as usual’, and a commitment to dynamic renewal, creativity, innovation and entrepreneurship within the company.

In this masterclass you will learn what corporate entrepreneurship is and what it is not. We will discuss the models; corporate venturing; spin-out activity; spin off activity and value chain engineering and also look at the barriers to, and catalysts for, corporate entrepreneurship.

**TARGET PARTICIPANTS:**
Function heads and senior managers in medium to large corporate organisations. Individuals working in knowledge based services, consultancy, architecture, construction, project management, manufacturing and charitable organisations.
Corporate Governance

Led by: Professor Wenxuan Hou, Chair in Corporate Finance

Today it is essential to be able to develop the institutional and strategic insights needed to deal with common governance challenges such as executive compensation, board independence succession in family firms and state ownership in emerging markets.

In this masterclass you will learn how to improve your understanding of sovereign and corporate governance processes, determine investor protection and create long-term value.

This masterclass draws heavily on both real-world cases and latest research findings. This will prompt you to learn from successful examples and equip you with the frameworks required to evaluate the governance quality of firms in international capital markets.

In addition, we will look at approaches that can be implemented to enhance the accountability of firms and improve the functionality of corporate boards in order to motivate executives, and to create value for shareholders.

TARGET PARTICIPANTS:
Members of public and private investment organisations who are interested in learning more about how to evaluate the corporate governance quality of firms worldwide, and enhance value creation for shareholders.

“It is clear that good corporate governance makes good sense. The name of the game for a company in the 21st Century will be to conform while it performs.”

Mervyn King
Chairman: King Report
Credit scoring is carried out by all financial lenders and many utilities. This masterclass provides an introduction to the basic methodologies of building and assessing the performance of credit scoring models.

The Credit Research Centre (CRC), within the Business School, concentrates on credit risk modelling of consumers, corporates and SMEs.

This masterclass will give you the knowledge, key skills and practical applications that will enable you to understand credit risk models, interpret logistic regressions and assess predictive accuracy and monitoring within your own organisation. Practical sessions using SAS are also included.

TARGET PARTICIPANTS:
Credit risk analysts and portfolio managers in the finance and banking sector.
Credit Scoring – Survival Analysis

Led by: Professor Jonathan Crook, Professor of Business Economics
Dr Galina Andreeva, Senior Lecturer in Management Science

This masterclass utilises knowledge and skills gained through the research carried out by members of the Credit Research Centre (CRC) within the Business School, a leading international research centre that specialises in credit risk modelling.

This interactive masterclass has been designed by asking the question “What skills do managers in risk functions need to be technically excellent at their job and to be effective managers in financial institutions?”.

You will gain an in-depth understanding of Cox PH Models, estimators and deviance residuals and focus on predictive accuracy. Collaboratively you will work on applications relating to PD, early repayment, other types of survival event modelling and simulation. Practical examples using SAS will develop your learning experience and your ability to successfully utilise these applications in your organisations.

TARGET PARTICIPANTS:
Credit risk analysts, financial regulators and portfolio managers in the finance and banking sector.
Digital Leadership

Led by: Dr Jim Hamill, Director of Future Digital Leaders

In an era of disruptive technology, business transformation, innovation and differentiation has become critical to future growth and competitiveness.

As a consequence, a new breed of senior executive is required; a leader who possesses the confidence and personal skills to drive digital-led organisational change. Someone who can combine high level business knowledge, experience and understanding with the ability to develop digital transformation strategies aligned to business goals and objectives.

Through this masterclass you will develop a deep understanding of the nature and business impact of the digital revolution: social media, Mobile, the Cloud, Big Data, Internet of Things, Artificial Intelligence and more. By using very practical tools and advice you will gain the knowledge, skills and confidence to develop, implement and proactively lead successful digital change strategies.

TARGET PARTICIPANTS:
Managers and individuals looking to make the move into a more senior role and wishing to equip themselves with the knowledge and practical skills to become a future digital leader and drive digital change from within their organisation.
Entrepreneurial Ecosystems and Economic Development

Led by: Professor Richard T Harrison, Chair in Entrepreneurship & Innovation
Dr Ben Spigel, Chancellor’s Fellow and Lecturer in Entrepreneurship

Entrepreneurship, the identification, creation and exploitation of new value creating activities, is widely held to be a critical, if not the critical, cornerstone of economic growth and economic development. This happens in agencies at city, regional and national levels, all of which have developed a wide range of policies and initiatives to encourage and support entrepreneurship, with varied degrees of success.

Successful entrepreneurship, and sustainable entrepreneurially-led economic growth and development requires a successful functioning entrepreneurial ecosystem. You will gain access to the resources and capabilities you need within a supportive policy and regulatory environment, and also explore how to develop your capacity to stimulate and grow effective entrepreneurial ecosystems locally.

Drawing on the expertise of the Centre for Entrepreneurship Research, this masterclass will teach you what an entrepreneurial ecosystem is and why it really matters for economic growth and development.

TARGET PARTICIPANTS:
Development leaders, directors and programme managers in economic development agencies and private sector support agencies. Individuals involved with entrepreneurship support programmes in public sector agencies and local and national government.

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The new practices for kick-starting entrepreneurship are emerging murkily and by trial and error. This messiness should not deter leaders – there’s too much at stake. Governments need to exploit all available experience and commit to ongoing experimentation.

Dan Isenberg
Author and Professor of Entrepreneurship Practice
Finance for Non-Finance Professionals

Led by: Dr Arman Eshraghi, Senior Lecturer in Finance & Accounting and Director, MSc Finance

Understanding modern finance is a key part of any leadership role, whether you have a financial background or not.

In this intensive masterclass, you will gain a solid grounding in modern finance, tailored to your current knowledge and understanding of financial concepts. You will learn how performance is measured through financial accounts; the links between financial statements, strategy, valuation and investment analysis; how companies make investment decisions; how to assess the financial health and needs of a firm, how to appraise investment projects, and how financial markets operate. In addition, you will acquire a deep understanding of the key terminology commonly used by financial experts such as NPV, IRR, PE, PB, ROI, DDM, CAPM, Alpha, Beta and several others.

Boost your confidence and knowledge with a group of like-minded professionals, learning from faculty that teach Finance on our MBA, Executive MBA and MSc Finance programmes. This interactive masterclass will combine a series of lectures, group work and external input from top practitioners in a fun and accessible way. Case studies and real-time learning feedback will be provided using online polling technology. Interested participants can receive further reading and supporting material following the completion of the masterclass.

TARGET PARTICIPANTS:
Managers and leaders who are keen to boost their knowledge of and confidence in finance, and have sensible conversations with their finance colleagues. No prior knowledge of finance or mathematics is required.
Leading Away from Crisis

Led by: Professor Kenneth Amaeshi, Chair in Business & Sustainable Development and Director of the Sustainable Business Initiative

The dynamic nature of the modern environment means that some crises are unavoidable. Without effectively managing such risks, organisations could experience irreparable damage to their reputation and brand, leading to negative consequences including organisational decline and potential collapse.

This masterclass focuses on how to prevent and protect your organisation from the risks inherent in today’s business environment. You will learn how to prevent, mitigate and manage issues and risks in order to avoid a crisis situation, and be prepared for when things do go wrong.

In addition to your newly acquired skills, you will also develop a uniquely customised Enterprise Risk Management Framework (ERMF) and a Crisis Prevention and Management Plan (CPMP). These tangible assets will ensure that you, and your organisation, are ready for whatever comes your way.

TARGET PARTICIPANTS:
CEOs, CFOs, chief risk officers, corporate communication directors, community liaison officers, human resources directors, risk managers, risk analysts, auditors, accountants and IT personnel.

“...In Chinese there are two brush strokes to write the word ‘crisis’. One brush stroke stands for danger; the other for opportunity. In a crisis, be aware of the danger - but recognise the opportunity.

John F. Kennedy
Understanding how to lead strategic change has become a vital skill for leaders in private, public and non-profit organisations. With change often feared, and the processes that lead to effective transformation ill understood, those who are able to engage with change and provide leadership clarity are highly valued.

This masterclass will equip you with the skills required to evaluate why change is needed. It will show you how to develop change programmes that can be implemented effectively and create an environment in which new practices and processes can be sustained.

This masterclass draws heavily on real-world experiences and case studies showcasing more (and less) effective ways to approach change along with experiential exercises and proven ways to engage people in the change process.

**TARGET PARTICIPANTS:**
Senior and middle managers of public, private and non-profit organisations who are interested in learning more about how to lead change in their sectors and organisations.

**TESTIMONIALS**
The environment, pace, discussions and networking were excellent.

Valuable information on the challenges of disparate businesses, and an excellent, insightful presenter.
Managing Resilience Strategically

Led by: Professor Nick Oliver, Professor of Management

Resilience is a core capability in today’s challenging, turbulent world. To be resilient means to be capable of operating effectively under demanding conditions and to be able to bounce back quickly when the unexpected happens. Resilience is a capability that can be developed and applied at many levels - to individuals, to teams, to entire organisations, and to supply chains.

Building resilience not only supports business continuity but also contributes greatly to quality, efficiency and reliability. Resilience is truly a strategic capability.

This masterclass will teach you how to develop and maintain high levels of resilience in a range of settings, with particular reference to teams and organisations. It will demonstrate how the practices that foster resilience also have many other benefits, including an enhanced ability to read cues in complex environments along with sensitivity to, and awareness of, your own operations and the ability to rapidly diagnose and solve problems.

TARGET PARTICIPANTS:
Senior managers from all sectors who are seeking to make their organisations more efficient, effective and reliable through the application of resilience principles.
Re-imagining Strategy

Led by: Professor Chris Carter, Chair in Strategy & Organisation

Strategy concerns itself with what an organisation is trying to achieve and how it intends to accomplish its objectives. The questions we ask in strategy sometime appear simple, however, the answers are frequently complex and difficult to identify. Similarly, the concepts we use often appear very straightforward, yet in practice are difficult to apply.

Developing the right capabilities for a strategy and sustaining a competitive edge require an agile, integrated set of managerial and operational capabilities that create, capture and sustain economic and reputational value.

This masterclass will provide you with the skills and capabilities to think strategically, to imagine future scenarios, to understand the links between strategy and culture and to use strategy making as a tool for stakeholder engagement. A must for anyone involved in or interested in strategy.

TARGET PARTICIPANTS:
CEO’s, directors and senior executives undertaking, or aspiring to undertake, strategic leadership roles or are interested in finding out how to engage more employees in this vital activity.
Numerical calculations have come to set our view of the world. These practices shape the way businesses report on their activity, influence structures of governance and drive the way organisations define strategies and leadership.

However, in the drive to develop tools and regulations to rationalise the world around us, have we devalued the role of reflection and judgement?

This masterclass will equip you with a critical understanding of the function and use of financial data, beyond basic compliance, to make complex judgements regarding the risks and opportunities facing your organisations.

Using an interdisciplinary approach based on concrete business examples, this masterclass will deliver new insights on the role of the finance function in organisations and develop your ability to improve corporate governance and make informed leadership decisions.

**TARGET PARTICIPANTS:**
CEOs and CFOs of financial institutions, large and medium enterprises, large public sector agencies and government departments.
Your customers don’t care about you. They don’t care about your product or service. They care about themselves, their dreams, their goals. Now, they will care much more if you help them reach their goals, and to do that, you must understand their goals, as well as their needs and deepest desires.

Steve Jobs
Co-founder, Chairman, and Chief Executive Officer, Apple Inc.

Service Management

Led by: Dr Sophie Flemig, Early Career Fellow in Service Management
Professor Stephen Osborne, Chair in International Public Management

Services drive employment, economic growth, customer satisfaction and citizen well-being across global economies. They have also accelerated profound societal and business innovations. The successful management and leadership of services, whether as core business or add-on, are therefore key to create a competitive advantage in the twenty-first century.

In this masterclass, we will discuss service challenges and opportunities such as: the role of the customer and citizen in value co-creation and co-producing service outcomes; responding to a changing society through business innovation and public service reform; and the impact of digital technology and social media on service delivery.

Participants will cover a variety of topics to obtain insights into the service process and the role that service firms and customers play in creating economic value. The masterclass will enable participants to gain a clearer understanding of the contemporary challenges facing private service businesses and public service providers, learn how to respond to them, develop an appreciation of how value is added in service encounters and how to maximise it for all parties.

TARGET PARTICIPANTS:
Managers of service organisations in the private, public and third sectors who are interested in adding value to their customers and end users, and enhancing their organisations’ performance and/or market position.
MBA OPTION COURSES

Our MBA option courses provide a more in-depth look at the subject content, as well as the opportunity to study with our current MBA and Executive MBA students.
Effective innovation management is essential for all organisations as it allows you to react real-time to emerging opportunities, offering you strategic, competitive advantages in comparison to your competitors.

In this course you will examine the processes and activities involved in managing a range of different types of innovations in organisations: product, service, information systems and business models. You will gain an understanding of both strategic and operational issues that can affect the innovation process, determine the range of barriers and challenges to managing innovation, and learn how to effectively counteract them using design thinking techniques.

As a part of this course you will take part in a practical design workshop integrating practice and theory of the four aspects of innovation. This will involve a design led approach, demonstrating how to push innovation to the next level.

**TARGET PARTICIPANTS:**
Middle management, operations and facilities managers and executives moving into management positions, and individuals with a responsibility for facilitating sustained innovation within their organisations.
Managing Stakeholder Communications

Led by: Dr Caroline Marchant, Lecturer in Marketing

Traditional paradigms of corporate and marketing communications are now being challenged in an increasingly complex global environment. Businesses today must adapt to increasingly knowledgeable and powerful stakeholders who expect immediate 24/7, often personalised, communication from organisations.

Make sure you are one step ahead in identifying and managing your corporate stakeholder relationships and ensure you clearly and consistently communicate your organisation’s vision, strategy and brand.

You will explore the importance of strategic stakeholder communications via key academic theories, invaluable guest lectures from senior communications directors in the public and private sectors, practical exercises and case studies.

Importantly, the course will also help you develop tools to manage issues and cope with crisis situations. It will show you that what you say and do can have a powerful and immediate effect on stakeholder relationships.

TARGET PARTICIPANTS:
All current and future senior business managers, leaders and communications experts who need to recognise and manage multiple corporate stakeholders’ relationships, and who would like to improve and better manage their strategic stakeholder communications, corporate vision and brand.

TESTIMONIALS
The practical media training and crisis press conference are invaluable experiences.

Great class and should be mandatory for all MBA students!
Negotiations

Led by: Dr Tom Hutcheson, Exfacie Negotiation Consultants and Associate of the Business School

Negotiation is a fundamentally important mode of social interaction both as a core leadership competency and as an essential business skill for managers, business leaders and professionals across all sectors and functions.

Not only does developing and enhancing these skills lead to the crafting of more effective deals and commercial agreements, it also allows teams to be managed more efficiently, promotes more constructive interactions with colleagues and enables conflict to be handled more successfully.

This course seeks to provide the analytical framework and strategic tools that enhance the ability of participants to negotiate in a way that develops, nurtures and protects commercial objectives and core relationships - both internally and externally - something that is highly relevant in today’s competitive global economy.

TARGET PARTICIPANTS:
Ambitious managers, business leaders and professionals who recognise the essential value of developing the ability to negotiate in a highly effective way, both in terms of their current workplace performance, and in their personal skills development and career advancement.
New Venture Creation

Led by: Professor Sarah Cooper, Chair in Entrepreneurship & Enterprise Development
        Dr Joanna Young, Course Organiser and Consultant

Designed for those who want to test and develop new business ideas, this course is highly practical and intensive. It includes both group and individual activities, company visits, and has an emphasis on growing a personal business network.

You will take part in lectures and gain advice from successful entrepreneurs, practitioners and venture capitalists. In addition, there are practical exercises, sessions on intellectual property, business models and scenarios on how to pitch for investment. This course will equip you with the tools and contacts to move forward confidently with your new idea or business.

Whether you are an entrepreneur looking for the opportunity to explore a new business idea, looking for an insight into the life of an entrepreneur, or simply a company founder who wishes to expand their network, then this is the course for you. So be inspired to take your idea to the next level and develop a solid understanding of key concepts underpinning entrepreneurship, the exploitation of new ideas and new venture creation.

TARGET PARTICIPANTS:
Individuals/teams who wish to kick start and/or accelerate their new business, as well as those developing recently formed companies.

“TESTIMONIALS
Loved it! Highly relevant and very hands on. There should be more courses like this.

Exceptionally practical content presented by actual practitioners that provided real life opportunities to learn by doing. This is what I would expect to find in a top 10 MBA program in the US."
Projects are an important part of every organisation in our economy and are a key component of strategy delivery. With an increased emphasis on delivering projects on time, on budget and against agreed acceptance criteria, we must now push ourselves to devise smarter, unique approaches to avoid costly project failures or over-runs.

In this course you will learn to take a managerial approach to project management through a multi-disciplinary view of project processes. The course uses materials and cases from a number of sectors, taking you beyond a simple look at methodology and into the wider strategic context of projects.

You will gain the knowledge to carry out a critical examination of the commonly used project delivery tools, whilst at the same time reflecting on both the benefits and limitations of conventional approaches to project management. You will also explore what you can learn from project failure, and how to use this to build better more robust practices, and increase your understanding of leadership and behavioural issues within project management.

**TARGET PARTICIPANTS:**
Managers who are involved in any type of project work, and/or who need an understanding of project management. Also relevant to those who are starting to take on a steering role as a project manager and who need to understand the terminology and complexities of project management.
Psychology of Investments and Financial Decisions

Led by: Dr Arman Eshraghi, Senior Lecturer in Finance and Accounting and Director, MSc Finance

Why do some investors relish in danger and others flee at the first sign of market volatility?

Take a step into the new and exciting area of behavioural finance and discover why personal and market psychology is driving current investment decision making and investor behaviour. Learn to identify how this cutting edge research could be used to improve financial performance.

This is a captivating course where you will explore the behaviour of financial markets and the psychology that affects it; shedding light on why individuals are driven to make financial decisions that are not in line with their own interests.

Learn how you can spot and correct the biases and errors of judgment to which all of us are prone, and learn how to exploit these common financial mistakes to improve your performance as both individual and/or professional investors.

TARGET PARTICIPANTS:
Financial analysts, investors, wealth advisors, financial regulators and marketing managers in the finance sector who are looking to expand their knowledge in behavioural finance.

"When you’re an investor, you can look at the quantitative and qualitative elements of an investment, but there’s a third aspect: What you feel in your gut.

Kevin O’Leary
Investor, writer and financial commentator"

"TESTIMONIALS"

The professor is an incredible teacher and passionate about the subject. The learning environment, as well as the learnt advantages in investing from behavioural finance were incredibly valuable.

This was by far the most enjoyable course I have taken and the lecturer is a fantastic teacher. I would highly recommend this."
Many organisations recognise the importance of managing the work force effectively and know what approaches are valuable, yet it is remarkable how often firms and managers fail to implement these approaches. This course covers two central themes: (1) How to think systematically and strategically about aspects of managing the organisation’s human assets, and (2) What needs to be done to implement these policies and to achieve competitive advantage through people.

You will be given the opportunity to develop your skills and abilities as a leader and manager of people - skills and abilities that are crucial in the vast majority of senior management roles.

As part of the course you will explore how to structure the organisation, manage organisational culture through HR and management practices, and manage people through change. You will also cover recruiting and selecting employees, performance management, employee development as well as HRM and ethics.

**TARGET PARTICIPANTS:**
Strategic and general managers (rather than HRM specialists) who are keen to inspire and develop employees and improve the structure of the organisation with a view to enhancing performance and the overall effectiveness of the company.
CUSTOM PROGRAMMES

All of our courses can be tailored into a custom programme brought to you in-house or delivered at the University of Edinburgh Business School, and blended with additional support such as individual and team diagnostics and one-to-one or group coaching and mentoring.
Initial enquiry
Our open programmes give an indication of what we can do, however the best way to find out is to give us a call.

Requirements capture
A series of exploratory discussions to create a concept that inspires and enables change.

Design process
Engaging teams and individuals in a process of creative design to ensure that the programme fulfils the brief.

Delivery
Establishing a high quality participant experience and delivering agreed learning outcomes.

Evaluation
Confirmation that the programme has achieved the desired outcomes and that learning activities and business objectives have been met.

CUSTOM IMPACT
Custom Programmes

Individuals and organisations are constantly learning. Whether it’s from personal experience, from others or by exploring new ideas or concepts. Learning never stops.

Here at the University of Edinburgh Business School, we work in partnership with you and your organisation to create innovative programmes that include a mix of formal learning, on the job learning and peer support. This approach dispenses with the traditional boundaries between leaders and learners, creating a genuine partnership to engage and equip employees in the development of their organisations.

What we can do for you
We will work with you to develop solutions that positively influence a number of business-critical issues.

Common themes
- Leadership development
- Influencing and engaging
- Communications
- Culture
- Developing self and others
- Understanding and managing change
- Entrepreneurial mind-set
- Understanding the business
- Decision making
- Resilience
- Competitive advantage
- Innovative solutions

By bringing together the best in academic research, practitioner views and a range of supporting tools, custom programmes can prove a cost-effective way of delivering targeted content, tailored exactly to your needs.

Interested in a custom programme?

Then please don’t hesitate to call us, we would be delighted to hear from you and to talk through how we can work together.

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