I WANTED A UNIVERSITY THAT IS WORLD-CLASS. THE EDINBURGH MBA OFFERED AN INTERNATIONAL EXPERIENCE AND OPPORTUNITIES TO ENGAGE WITH BUSINESS. I FEEL MUCH BETTER PREPARED FOR LEADERSHIP AND INNOVATION.

The Edinburgh MBA
www.business-school.ed.ac.uk
Welcome to the Edinburgh MBA

An inspiring and unique programme for a new generation of strategic leaders. Delivered by a University ranked 23rd globally and a Business School who holds accreditation with AACSB, EQUIS, and AMBA thus placing it amongst only 1% of Business Schools in the world with triple accreditation. This modular programme offers a convenient format for busy executives and an accessible venue in the heart of one of Europe’s most vibrant cities.

Successful businesses in the future will be those which can confidently and capably steer a path through a world characterised by intense competition, rapid technological development, economic turbulence and increasing resource insecurity.

Businesses need leaders who can think and act strategically in this volatile environment, managing the risk and challenges involved, but also spotting and seizing opportunities for efficiency, innovation and new business models. Businesses also need leaders who will act responsibly in delivering value to all stakeholders.

We will prepare you to progress with confidence into leadership roles in this new world. We will deepen your understanding of how businesses and markets work, how value is created through innovation and marketing, how strategies are crafted, how businesses are financed, how performance is measured, how value is delivered efficiently and effectively, and how organisations should be governed, managed and led through change. We will also explore the challenges of internationalisation and doing business with emerging economies.

We will instil a passion for business improvement, innovation and entrepreneurial action to help you lead in the growth or creation of new business opportunities. We will develop your ability to think strategically and beyond disciplinary silos.

Successful leadership also requires accomplished interpersonal skills to bring about change in organisations. Through coaching and skills training, we will work with you to understand your leadership strengths and weaknesses and provide support for improvement.

We look forward to welcoming you onto one of our programmes.

Professor Wendy Loretto
Dean of the Business School
The Edinburgh MBA

The MBA is internationally acknowledged as the most valuable business qualification in the world. At the University of Edinburgh Business School our MBA programmes are grounded in a robust academic foundation and engaged with global business.

Meet the transformational Edinburgh MBAs

Choose Edinburgh and you’ll be joining an established triple accredited Business School. We offer two full-time variants both lasting 12 months and deliver the skills and experiences a truly valuable professional qualification promises.

A unique programme
Whether you plan to rise to a more senior leadership role, switch sector or strike out on your own, the Edinburgh MBA will equip you for success.

Through collaborative learning and varied engagement with business, our MBA will prepare you for the opportunities and challenges you’ll face as a strategic business leader. As well as key skills like advanced communication, decision making and strategic thinking, you will gain an understanding of:

- The nature and complexity of the global challenges facing businesses;
- Strategic leadership as an approach to achieving success in a rapidly changing environment;
- Key concepts and tools in finance, accounting, strategic marketing, organisation and operations;
- How markets and international economies work;
- The responsibilities of businesses as stewards of financial, social and natural capital;
- How to challenge existing business models and develop creative and innovative strategies for an increasingly competitive market.

World-class faculty
Our faculty members are gifted teachers and researchers who have dedicated themselves to working closely with students both in and out of the classroom. The School has more than 100 academic staff members representing 30 nationalities. Our faculty members challenge their students, share insights gained through professional experience and communicate the knowledge they’ve spent a lifetime acquiring.

Engagement with business
Collaboration doesn’t only underpin our approach to learning - it’s central to our ties with global business too.

Solid links with industry, professional organisations and our alumni network deliver a range of consultancy and shared research projects. Here, knowledge exchange and the application of theory to real business challenges take priority.

It’s on these projects where valuable contacts are made, experience is extended and, as projects are debated back in the classroom, learning ignites. Both programmes conclude with the flagship Capstone Project.

International experience
As well as international faculty, cohort and exposure to organisations from around the world, the MBA programme offers a range of international elements.

Students on our MBA programme who are not doing the international exchange have the opportunity to undertake the International Business in Context (overseas) option course. In 2015/16 students undertook a ten-day trip to Colombia.

Students choosing our MBA with an international exchange enjoy a 10-12 week exchange with a prestigious overseas partner university.
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Class Profile

Our MBAs attract a diverse community of Managers from a wide range of industry sectors and many different nationalities.

CLASS PROFILE

In the past two years students on the Full-time MBA have come from:

Australia  Brazil  Canada  Chile  China  Colombia  Germany  Hong Kong  India  Indonesia  Kenya  Malaysia  Mexico  Mongolia  New Zealand  Nigeria  Paraguay  Peru  Philippines  Romania  Russia  Saudi Arabia  South Africa  South Korea  Spain  Taiwan  UK  USA
Applied Learning

At the heart of our approach to teaching and learning is a robust engagement with business and professional bodies. These relationships ensure our programme keeps pace with change, delivers learning from authentic business challenges and helps build powerful new networks and connections.

Engaged with Business

...with start-ups and spin-outs
At the very start of the programme we launch the marketing innovation challenge. Students are teamed up with hi-tech spin-outs or start-up companies to explore their challenges when marketing disruptive innovations. Students engage in research and interviews with the client company and also its customers and prospects. After 10 weeks they deliver a consultancy report detailing their recommendations for strategic marketing. This year our students worked with companies such as BrewLab, House of Elrick Gin, Camera Obscura, Gardening Scotland, Krotos, Broughton Ales, Health Outcomes Worldwide and Pufferfish.

...with Johnson & Johnson
For the Strategic Leadership course Johnson & Johnson are the project sponsor. Students are tasked with the challenge to provide the leadership case for organisations to engage in CSR (Corporate Social Responsibility).

...with consultancy clients
In our Consultancy Project course and Capstone Projects our students work in small teams or independently on consultancy projects for real commercial clients. In the last two years our students have worked with companies such as Capco, Royal Bank of Scotland, Homeless World Cup, Amazon, Scott & Fyffe, Medtronic, Astellas (Russia), Costain, Edinburgh Airport and Buccleuch Estates. Two students from the winning teams were subsequently funded by Johnson & Johnson to travel to Tanzania to work with COSECSA (The College of Surgeons of East Central and Southern Africa), the second largest surgical training body in Sub-Saharan Africa, to develop a business plan and undertake a financial modelling study on their behalf.
Students are given the chance to learn from and engage with a number of corporate guest speakers via our Business School and University wide events as well as via programme specific lectures. In addition, this gives students the opportunity to make contact with future potential employers. Below are just a handful of the names we have welcomed in the past:

Lord Karan Bilimoria  
Founder and Chairman, Cobra Beer

Barbara Cassani  
Consultant and former Chairwoman of Jury’s Inn and Go Fly

Dominic Barton  
Global MD, McKinsey & Company

Gareth Williams  
CEO, Skyscanner

Ian Marchant  
Chairman, Infinis

Donald MacRae  
Chief Economist, Lloyds Banking Group

Angus Cockburn  
CFO, Aggreko

Jann Brown  
Managing Director, Cairn Energy

Angus Gillespie  
VP, Shell

John Abate  
Amazon

Dr. Clare Wood  
Head of Portfolio Risk, Kames Capital

Richard Cousins  
CEO Compass Group

Bill MacDonald  
MD Scotland, Accentur

John Bernard  
Global Marketing Director, Mozilla Firefox

Alastair Darling  
MP and former Chancellor of the Exchequer

Steve Bateman  
Executive Director and Head of Banking, Santander Bank

Rob Woodward  
CEO, STV Group Plc (Scotland)
Leadership and Professional Development

As global markets improve, opportunities increase. But so does competition. A critical aspect of your MBA programme, the Professional Development course, focuses on supporting you to enhance your employability. Whatever your ultimate career objectives, our tailored, expert support will help you acquire the skills to maximise your potential.

The skills and support to make your next move
Professional Development Programme
A personalised approach takes the lead as we support you to build your own self-awareness and confidence. We will help you develop the skills and attributes that set successful senior managers and strategic leaders apart.

Significant investment in this area sees the School combining leading-edge diagnostic tools with one-to-one feedback sessions, personal development coaching and a range of skills and careers workshops. These are designed and delivered with input from expert industry practitioners.

Informed by regular, direct engagement with employers, our PD programme covers topics such as networking, advanced communication skills, personal branding and job search strategies. Our programme helps to focus our students on enhancing their own employability prospects within an increasingly competitive global job market.

Coaching
The School has embraced a coaching ethos that underpins all of our professional development activities. Our coaching programme is designed to offer you a tailored, personalised experience responsive to your individual needs.

Coaching helps to improve communication skills and teamwork, enhances personal leadership qualities and can help to build your resilience to succeed in turbulent times. Personal development coaching is focused on building self-awareness, taking ownership for goals and achieving your personal potential.

Career Development Services
- Recruiter/employer sector-specific presentations and guest speaker events – an excellent way to develop your own networks;
- A broad portfolio of online resources including complimentary access to MBA-specific job platforms, webinars and development tools to help you identify the best career opportunities and prepare for those all-important interviews;
- Access to the University’s central careers service;
- Alumni connections: access to a powerful and warm network of nearly 4,000 MBA alumni. Adding to our scope, reach and resources, our alumni offer invaluable connections to companies on a global basis.

Business Engagement Treks
We also organise visits to specific locations to help students connect to specific organisations. These have in the past included a trek to Aberdeen to meet oil and gas recruiters and to London to meet management consultancies and financial services firms. In recent years we have also launched the Women in Leadership Trek – a visit to London to meet inspirational women who have achieved significant success in business careers.

DISTINCTIVE DESTINATIONS
INTERNATIONAL EMPLOYMENT
The Edinburgh MBA has helped our graduates take their place among businesses and organisations worldwide, including:

ABB Switzerland
AIG International
Audi
Aventis Pharma
AXA
Barclays
Daimler
Deloitte
Ernst and Young
Ethicon (Johnson & Johnson)
Forbes
Fundación Salvi
Hewlett Packard
Hong Kong Bank
Iceland Stock Exchange
iConstruye
Illuminas
JP Morgan
Krotos
Mars Inc.
McCann-Ericson
Moet Hennessy
Reserve Bank of New Zealand
Royal Bank of Scotland
Shell
Statoil
Stagecoach
Sun Microsystems
Tesco
UK Trade & Investment (UKTI)
Programme Structure

Our 12 month full-time programme is designed for those who are keen on an intensive, Edinburgh based experience and who wish to return to the job market.

In addition to the main programme, a series of practitioner speakers and Master Classes are organised on specialised topics in response to contemporary business developments and student interests. Please note courses are subject to change and correct at time of printing.

Semester 1
September–December
Context and Core Business Disciplines

Induction
Strategic Leadership (incorporating Global Challenges for Business)
Professional Development Programme
Understanding Economies
Strategic Marketing (including the Innovation Challenge)
Accounting
Finance
Organising for Effectiveness
Operations Improvement
Quantitative Methods and Tools

Semester 2a
January–March
Integration and Specialisation

Creative Strategy
Entrepreneurial Leadership
Critical Enquiry for Business
Managing Stakeholder Communications
New Venture Creation and the Entrepreneurial Process
Financial Analysis
Economics of Strategy
Strategic Human Resources and the new Economics of Personnel
Psychology of Investing and Financial Decisions

Semester 2b
April–June
Specialisation

International Business in Context (overseas)
Global Strategy
Digital Strategy
Negotiations
Project Management
Innovation Management and Design Thinking
Financial Aspects of M&A
Service Management
Consultancy Project

Capstone Project
June–August
Completion of a major Capstone Project (submissions end of August) with a choice of formats:
- Consultancy Project
- Research Dissertation
- Business Plan
- Case Study

Key:
Core course
Option course

Core

Strategic Leadership
Learn to think and act strategically to manage risk and spot and seize business opportunities in volatile environments.

Professional Development
This skills-based programme is designed to help full-time MBA participants enhance their leadership and professional competence as well as their ability to successfully pitch for senior executive roles in a range of organisations.

Understanding Economies
A focus on macroeconomic issues and the concepts and tools to help understand their impact on organisations and strategies.

Strategic Marketing and the Innovation Challenge
A focus on the development of competitive marketing strategies, particularly in the context of launching innovative products and services.

Accounting
A focus on understanding financial statements and accounts and how to critically assess and report on the performance of companies.

Finance
A critical subject to build a foundation for effective decisions. A focus on financial analysis and investment appraisal to support corporate decisions.

Organising for Effectiveness
Develop your intellectual toolkit for understanding behaviour and managing within complex organisational settings.

Operations Improvement
Learn about lean operations, service design and operational risk, to help support the delivery of strategic objectives.

Quantitative Methods and Tools
An introduction to critical business statistics and spreadsheet modelling to help underpin the study of accounting and finance, and to support management decision making.

Creative Strategy
In complex, ambiguous and fast-changing environments, how do managers develop creative new business models and strategies to compete effectively and sustain long-term performance?

Entrepreneurial Leadership
Develop entrepreneurial insights for the benefit of both start-ups and for large organisations. How can entrepreneurial behaviour be integrated into corporate management?

Critical Enquiry for Business
An intensive workshop-based preparation for the Capstone Project. Explores the range of research and analytical techniques necessary to build evidence to solve business problems.

Capstone Project
An opportunity for in-depth research on significant real-world problems. The project can focus on a business plan, consulting project or specialist research assignment.
We have developed an inspiring programme for a new generation of strategic leaders. The content includes a range of core courses followed by a choice of electives and Capstone Project. Formal specialisation in finance, strategy, or entrepreneurship and innovation can be achieved by selecting two relevant option courses and applying the Capstone Project to this area.

Electives – January to March

Managing Stakeholder Communications
Strategic leadership requires effective stakeholder engagement and an ability to manage corporate communications in a crisis. This course explores the theory and practice of communication and valuable tools. Practical sessions engage participants in live-TV interviews and press conferences.

New Venture Creation
Examines the entrepreneurial process from idea generation to business planning. Practitioners including investors, business advisors and entrepreneurs contribute their experience through interactive workshops. Participants develop their own business plan and pitch.

Financial Analysis
Develops more advanced capability to analyse the performance of companies through financial statements. Provides the linkages between accounting statements, strategy, the business model, valuation and investment analysis.

Economics of Strategy
Examines how economics can help managers make profitable strategic decisions, particularly in relation to pricing, product differentiation or cost-based strategies, competitive advantage, vertical integration, diversification and mergers.

Strategic HR and the new Economics of Personnel
Explores how human assets contribute to strategic advantage and how to think systematically and strategically to manage these assets. Also examines the role of recruitment, selection, remuneration and training for an effective HR strategy.

Psychology of Investing and Financial Decisions
Explores how individual investors and finance professionals behave. Examines whether markets are really efficient, how to be a more successful investor through de-biasing and the consequences of under-reaction and over-confidence when investing.

Electives – April to June

International Business in Context
This ten-day overseas study trip explores business issues in a specific developing market context. The course explores how ‘context’ impacts on leadership, innovation and international trade. In 2014/15 our destination was Colombia.

Global Strategy
A focus on how large companies internationalise. Through studying cases on the success and failure of MNC’s, the course explores market entry strategies, FDI, cross-border acquisitions and the challenges presented by cultural differences when expanding to emerging markets.

Digital Strategy
Expand your knowledge and understanding of the social and digital landscape, how to utilise and analyse digital data to make strategic decisions, and ultimately develop effective digital strategies.

Negotiations
Delivered by an expert in negotiation and conflict resolution, this course explores the theory and practice of negotiation science in an international business context.

Project Management
Adopts a managerial approach, exploring the main methodologies and tools for effective project management. Examines project lifecycles, project planning, control, estimating, risk management, critical path theory and project leadership in an applied context.

Innovation Management and Design Thinking
Explores the processes involved in managing innovation in firms, particularly for product, service, information system and business model innovation. In collaboration with the Edinburgh College of Art the course also introduces new concepts in ‘design thinking’ to improve innovation success.

Financial Aspects of Mergers and Acquisitions
Examines the inter-related financial and strategic issues associated with M&A and considers the motivations involved, how target firms can be valued, how the takeover process works and why M&As often fail. Through simulations, participants learn how to think strategically and to analyse, plan and prepare for success in negotiations.

Service Management
The services industry is one of the largest recruiters of graduates. Gain knowledge, insights and skills to develop into effective managers and leaders in the service sector.
The MBA Consultancy Project

Connecting students with business is a fundamental component of our MBA programme. On the full-time MBA (without the international exchange element), our Consultancy Project sees students exploring a strategic issue for a real client. Clients may include commercial, public sector or third sector organisations. Collaborating in small teams and supported by our academic faculty, students spend around 150 hours on the consulting assignment. Findings and recommendations are formally presented.

Projects can be in the UK or abroad. In the last two years our students have travelled to South Africa, Switzerland, Russia and Ghana. Typical assignments might focus on investment appraisals, market entry strategies, business improvement analysis and evaluating change programmes or merger and acquisition activity.

Example of companies our students have undertaken consultancy projects with:

AG Barr
Amazon
Astellas (Russia)
Barclays Wealth
Buccleuch Estates
Burness LLP
CapCo
Chest Heart and Stroke Scotland
Costa Coffee (Whitbread Plc)
Costain Construction
CPM UK
Diageo
Edinburgh Airport
Homeless World Cup
Homeloan Management Ltd
IBM UK
Johnson & Johnson
KPMG
Lloyds Banking Group
Medtronic
Napiers Herbalists
Nucleus Financial
Procter & Gamble
Raytheon Defence Systems
Sainsburys Finance
Scott & Fyffe
Social Investment Scotland
Standard Chartered Bank
Standard Life PLC
Stocktrade (Brewin Dolphin)
Thales
The Royal Bank of Scotland
Thomson Reuters
Thomson Reuters
Wolfson Microelectronics
Case study

Having an alumni community that I can tap into is important to me

Erin Bembe, USA
MBA graduate
Senior Financial Analyst – Johnson & Johnson

After I graduated in 2010 with a BA in Economics, I became a Financial Specialist at the Federal Highway Administration in Washington DC. I returned to study as I had progressed as far as I could in my current role and I also wanted to move from the public sector into the private sector. I chose the University of Edinburgh for its global reputation, its location, and because of the length of the MBA programme (1 year compared to 2 in the US).

The MBA is an intense full-time program providing an overview of business with the option to specialize in an area of interest. There is a strong focus on sustainability and corporate social responsibility as well as the development of leadership and other soft skills. Because the school is so well placed in Europe and has such a good reputation, it attracts students from all over the world, providing a diverse and stimulating learning environment. The opportunities to learn beyond the classroom – from international business treks to case competitions and undergraduate mentoring programs are vast.

International Business in Context
This optional module is for those on the Full Time MBA programme who are not participating in the international exchange. It offers the opportunity for students to undertake a week-long project in an emerging market country. Starting with a pre-teaching day in which students explore the theory behind international business, the group then head off to the destination country for a week of immersive business meetings and cultural experiences.

In 2015/16, as a result of the Business School’s international connections, a number of students went to Colombia. Colombia has in recent years become known as the new powerhouse of Latin America. Visiting Colombia was therefore a great opportunity for students to learn about what businesses were doing that are leading to positive results. With a packed itinerary the students met with Business leaders in companies including Unilever and Johnson & Johnson in Bogota, followed by Nutresa (incorporating a visit to a coffee factory), Metro de Medellin and Ruta N, a well-known business incubator, in the city centre of Medellín. The week ended with the students presenting their project findings to the Board of Directors of Colombia’s largest soft drinks manufacturer, Postobon, at their company HQ. An altogether unforgettable experience all round!

“The network I’ve built thus far has been a huge support in my post-MBA life.”

Erin Bembe, USA
MBA graduate
Senior Financial Analyst – Johnson & Johnson

The programme allowed me to develop both my technical skills and my soft skills which were instrumental in landing me my current job. I am now a Senior Financial Analyst for Johnson & Johnson and was introduced to my current company through the programme’s Capstone project.

Having an alumni community that I can tap into is important to me. The network I’ve built thus far has been a huge support in my post-MBA life.

The programme is quite rigorous and the city can be a huge distraction, so it’s essential to find the right balance between studying and enjoying all that Edinburgh has to offer. Make sure to take advantage of all the opportunities the school provides for development outside of the classroom – the multiple clubs, volunteering opportunities, projects, guest lecturers, and career services.
The Edinburgh MBA with international exchange

Programme Structure
This 12 month full-time MBA programme includes an international exchange. It helps students develop international management skills and cultural versatility.

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Semester 2a</th>
<th>Semester 2b</th>
<th>Capstone Project</th>
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</thead>
<tbody>
<tr>
<td>September–December</td>
<td>January–March</td>
<td>March – June</td>
<td>June–August</td>
</tr>
<tr>
<td>Context and Core Business Disciplines</td>
<td>Integration</td>
<td>International Exchange</td>
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</tbody>
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**Induction**

- Strategic Leadership (incorporating Global Challenges for Business)
- Professional Development Programme
- Understanding Economies
- Strategic Marketing (including the Innovation Challenge)
- Accounting
- Finance
- Organising for Effectiveness
- Operations Improvement
- Quantitative Methods and Tools

**International Exchange**
You could be learning alongside fellow MBA students in North America, Europe, Australasia or the Far East. You will be immersed in a new culture and new ways of working but we will ensure that your overseas curriculum is compatible with your studies in Edinburgh and that your School will be of equal prestige.

<table>
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<tr>
<th>International Exchange</th>
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<tbody>
<tr>
<td>Completion of a 10-14 week study period with one of our 11 University Exchange Partners</td>
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</table>

**Key:**

- **Core course**
- **Option course**

**Semester 1**

- Context and Core Business Disciplines

**Semester 2a**

- Integration

**Semester 2b**

- International Exchange

**Capstone Project**

- Completion of a major Capstone Project (submissions end of August) with a choice of formats:
  - Consultancy Project
  - Research Dissertation
  - Business Plan
  - Case Study

In addition to the main programme, a series of practitioner speakers and Master Classes are organised on specialised topics in response to contemporary business developments and student interests. Please note courses are subject to change and correct at time of printing.

**International Experience**

**Our Exchange Partners**

- EADA (Spain)
- ENPC (France)
- ESSEC Business School (France)
- Fuqua School of Business, Duke University (USA)
- IPADE Business School (México)
- Kellogg (USA)
- Macquarie Graduate School of Management (Australia)
- McCombs School of Business (USA)
- Schulich School of Business (Canada)
- SIMBA (China)
- Peking University Guanghua School of Management (China)

* List is subject to change. Please visit our website for the most up-to-date list.
We have developed an inspiring programme for a new generation of strategic leaders. The content includes a range of core courses followed by a choice of electives and Capstone Project.

Core

**Strategic Leadership**
Learn to think and act strategically to manage risk and spot and seize business opportunities in volatile environments.

**Professional Development**
This skills-based programme is designed to help full-time MBA participants enhance their leadership and professional competence as well as their ability to successfully pitch for senior executive roles in a range of organisations.

**Understanding Economies**
A focus on macroeconomic issues and the concepts and tools to help understand their impact on organisations and strategies.

**Strategic Marketing including the Innovation Challenge**
A focus on the development of competitive marketing strategies, particularly in the context of launching innovative products and services.

**Accounting**
A focus on understanding financial statements and accounts and how to critically assess and report on the performance of companies.

**Finance**
A critical subject to build a foundation for effective decisions. A focus on financial analysis and investment appraisal to support corporate decisions.

**Organising for Effectiveness**
Develop your intellectual toolkit for understanding behaviour and managing within complex organisational settings.

**Operations Improvement**
Learn about lean operations, service design and operational risk, to help support the delivery of strategic objectives.

**Quantitative Methods and Tools**
An introduction to critical business statistics and spreadsheet modelling to help underpin the study of accounting and finance, and to support management decision making.

**Creative Strategy**
In complex, ambiguous and fast-changing environments, how do managers develop creative new business models and strategies to compete effectively and sustain long-term performance?

**Entrepreneurial Leadership**
Develop entrepreneurial insights for the benefit of both start-ups and for large organisations. How can entrepreneurial behaviour be integrated into corporate management.

**Critical Enquiry for Business**
An intensive workshop-based preparation for the Capstone Project. Explores the range of research and analytical techniques necessary to build evidence to solve business problems.

**Capstone Project**
An opportunity for in-depth research on significant real-world problems. The project can focus on a business plan, consulting project or specialist research assignment.

**Electives – January to March**

**New Venture Creation**
Examines the entrepreneurial process from idea generation to business planning. Practitioners including investors, business advisors and entrepreneurs contribute their experience through interactive workshops. Participants develop their own business plan and pitch.

**Financial Analysis**
Develops more advanced capability to analyse the performance of companies through financial statements. Provides the linkages between accounting statements, strategy, the business model, valuation and investment analysis.

**Economics of Strategy**
Examines how economics can help managers make profitable strategic decisions, particularly in relation to pricing, product differentiation or cost-based strategies, competitive advantage, vertical integration, diversification and mergers.

**Strategic HR and the new Economics of Personnel**
Explores how human assets contribute to strategic advantage and how to think systematically and strategically to manage these assets. Also examines the role of recruitment, selection, remuneration and training for an effective HR strategy.

**Psychology of Investing and Financial Decisions**
Explores how individual investors and finance professionals behave. Examines whether markets are really efficient, how to be a more successful investor through de-biasing and the consequences of under-reaction and over-confidence when investing.

**Managing Stakeholder Communications**
Strategic leadership requires effective stakeholder engagement and an ability to manage corporate communications in a crisis. This course explores the theory and practice of communication and valuable tools. Practical sessions engage participants in live-TV interviews and press conferences.
As part of the 12-month MBA with an international exchange programme students are given the opportunity to benefit from the Business School’s international network of partner Schools thereby enhancing your experience and widening your alumni network.

Case study

I love the city centre location as it is small and compact, but very international with art, restaurants and theatre

Sheila Gallagher, Scotland
MBA graduate
Management Consultant - Deloitte

I have had a varied career which has been broadly based within the public sector in project management and corporate governance. My undergraduate degree was in Biology, and I gained a masters in Environmental Policy.

I returned to study as I wanted to challenge myself. I wanted to gain insights into managing an organisation or company and develop my strategic thinking whilst learning from those with international experience. My programme was extremely interesting and varied. The emphasis was on working in teams, which was great. The opportunity to study abroad – at The FUQUA School of Business, Duke University – was wonderful as it gave me the opportunity to meet people from around the world and be exposed to different viewpoints and experiences. The programme helped me gain insights into other industries, and also fostered my interests in start-ups and strategy.

I chose Edinburgh because it is close to home, but also because it is an international city. I’ve lived outside Edinburgh for a number of years but the city itself has an excellent reputation, both in the UK and abroad. I love the city centre location as it is small and compact, but very international with art, restaurants and theatre. It is also a great city for start-ups and technology innovation – so it is a wonderful place to study.

I’m still in contact with my classmates and enjoy hearing from other members of the Alumni community. I have a lot of good memories – the best part of the experience was working through the year with great classmates! (And for all those classmates, my eternal memory will be the discussions in the syndicate rooms).

I would recommend this programme to other students – it is a good experience for meeting others, challenging your viewpoints and expanding your knowledge. My top tips for incoming students is to meet your classmates early and find out more about them – I think I learned the most from my classmates and their experiences.

“The emphasis was on working in teams, which was great.”
Renowned Faculty

Our MBA courses are led by internationally-recognised faculty who bring incisive knowledge and practical relevance to the classroom. All are experienced teachers, researchers and consultants in their respective fields.

Incisive knowledge.
Practical expertise.

MBA Professoriate

**Professor Susan Murphy**
Educated in psychology at the University of Washington and formerly Director of the School of Strategic Leadership Studies at James Madison University, USA, Susan specialises in leadership, leadership development and mentoring.

**Professor John Amis**
With a Doctorate from the University of Alberta and previously holding senior roles at the Fogelman College of Business & Economics, University of Memphis, John joined the School in 2013 and specialises in organisational and institutional change.

**Professor Chris Carter**
Chris came to Edinburgh in 2013. Chris specialises in strategy and organisation, and is a particular expert on media organisations, professional service firms and political strategy.

**Professor Nick Oliver**
Nick is Professor of Management. He joined Edinburgh in 2007, having spent 14 years at the Judge Business School, Cambridge. Nick’s specialisms are Organisational Behaviour and Operations Management.

**Professor Richard Harrison**
Richard holds the Chair in Entrepreneurship and Innovation. He was previously Director of the Management School at Queen’s University Belfast. Richard’s particular specialisms are in early stage finance and business angels, technology transfer and business development.

**Professor Jonathan Crook**
Educated at Lancaster University and a Visiting Scholar at the Universities of Virginia, Warwick and Florence, and Fellow of the Financial Institutions Center (Wharton), Jonathan is Director of the Credit Research Centre and Director of Research. Key specialisms include the economics of acquisitions and mergers, the economics of the consumer credit industry and credit scoring and credit control.

**Professor Simon Harris**
Simon is an Economist and has been a Strategic Planner in the textile industry and an Investment Manager. He specialises in International Business and Strategy.

**Professor Chris Carr**
Educated at Cambridge and Warwick followed by 10 years with British Aerospace and GKN, Chris specialises in studying the global strategies of multinational corporations.

**Professor Jo Danbolt**
Jo holds the Baillie Gifford Chair in Financial Markets. He specialises in mergers and acquisitions and international corporate finance.

**Professor David Marshall**
David is a Professor of Marketing and Consumer Behaviour and has a special interest in the food industry, health issues and change, marketing to children, consumption and music.
The MBA Community

On joining the Edinburgh MBA you immediately become part of a global network of Edinburgh students – present and past. This includes nearly 4,000 MBA alumni who occupy senior positions in many countries around the world and offer a valuable network of contacts.

A dynamic MBA community

Right from the start of the MBA we endeavour to build strong relationships and a friendly working environment. Our unique two-week induction programme will help you to settle and we organise a series of events to introduce you to our unique capital city, including a traditional Scottish ceilidh. A key feature of induction is the ‘Building High Performance Teams’ event. This takes place in the heart of Perthshire and is a hugely significant team building activity that brings the class together in a unique way.

As students of Edinburgh you will have access to the University’s own outdoor pursuits centre at Firbush and this will also be the venue for a leadership event later in the MBA programme.

We also travel further afield to bring you new experiences. In 2015/16 we took the MBA class to Iceland and India to experience a very different financial, social and natural environment. We visited businesses and met with Managers whose roles rely on their ability to respond to significant and unpredictable challenges. These treks are not part of the core curriculum but they provide a unique and valuable perspective.
The Business School

With accreditation from AACSB, EQUIS, and AMBA, the University of Edinburgh Business School takes its place among the world’s 1% of Business Schools who hold triple accreditation. Our accreditation is testament to our inspirational teaching, game-changing research and diverse engagement with global business.

A triple accredited Business School

At the heart of our dynamic School is a faculty of more than 100 specialist academics, a vibrant student population of 1,500 and a suite of sought-after undergraduate, postgraduate and executive education programmes.

First offered in 1980, the Edinburgh MBA has grown significantly and today lies at the forefront of business development in areas including finance and risk, international business and leadership. Our programmes are founded in academic research and applied in the real business world.

Committed to corporate engagement

Much more than simply a source of knowledge, our School connects MBA students with local, national and international businesses, innovators and entrepreneurs.

Our commitment to corporate engagement and our strong sector-wide links are found in our sponsored research, our executive education programmes, our extensive guest speaker series, our E-Club and our long-standing relationship with the business professions.

Insightful research

The lifeblood of any major business school, here at Edinburgh we aim for research that sets agendas, leads change and revolutionises future business strategy.

Our research clusters are staffed by teams whose work has real influence in business, government and the public sector. We embrace both applied and methodological research and nurture thinking that’s brave, bold and provokes debate. Our passion for research has resulted in truly groundbreaking work in finance, credit scoring and public management.

An international impact

Our students, like many of our teaching faculty, bring an international background in terms of both nationality and career. On average, the MBA cohort comprises of students from around 20 separate nationalities. It’s a vibrant mix that creates a lively sharing of ideas and insights into different cultures.

The diversity we welcome also reflects the global nature of today’s businesses. Our MBA programmes get to the core of international business and finance to address key issues of the day.

Equipped for ambition

The Business School fosters ambitious plans to continue building on our success and to stand among the top business schools worldwide.

Located in the centre of the University campus and recently extensively refurbished and expanded, the School features a number of lecture theatres, communal spaces, a café and The Hub – an extensive library space offering essential databases, journals and leading financial information services. MBA students enjoy full access to Datastream, Osiris, Thomson ONE Banker, CRSP (Centre for Research in Security Prices) and Compustat.

Substantial investment has been made in our MBA suite and a dedicated MBA team is in place to help guide you through your studies.
Edinburgh is probably the perfect city in which to study

Timo Weber, Switzerland
MBA graduate
International Trade Adviser for UK Trade and Investment

The University of Edinburgh Business School was recommended to me by a former colleague as academically outstanding and an environment with a great atmosphere.”

I hold a Master of Arts in Political Science from the University of Berne in Switzerland. I started my career as deputy product manager in a railway cargo company, worked for a cantonal parliamentary service and before starting the MBA, I was Vice-Managing-Director and Head of Trade and Politics in a membership organisation in the Agriculture Sector.

I returned to study because I wanted to enhance my managerial skills, broaden my business knowledge and internationalise my career. I specifically chose to undertake my MBA at the University of Edinburgh Business School as it was recommended to me by a former colleague as academically outstanding and an environment with a great atmosphere.

The year was full of memorable moments: the international business trips, the hard work before exams and great parties after, the special trips in Scotland and the interesting people I met. It helped me to understand different business cultures and apply theoretical concepts to my work after the MBA.

The programme prepared me for my future career very well. Following graduation, I was employed as an International Trade Adviser for UK Trade and Investment in London. This would definitely not have been possible without having done the MBA as the programme helped me to successfully deliver results in my new role which was in a new country and sector.

The MBA is an ideal programme for business leaders who want to explore their next step. I found that at 33, I was the ideal age to make the most out of it. I met some very inspiring people, had academically challenging courses and was able to enhance my business knowledge whilst reflecting on my personal skills.

Edinburgh is probably the perfect city in which to study. It’s vibrant and calm at the same time. There are great things to do, pubs, sports, nature and you can walk everywhere. I would recommend it to everyone.
The University of Edinburgh

Granted its Royal Charter in 1583, the University is one of the oldest in the United Kingdom. More than 200 years ago its central role in the Scottish Enlightenment helped create a bright new reason-based approach to the human condition. Today that legacy inspires a modern, forward-looking institution, world-class academics and more than 35,000 students from across the globe who have chosen to study at Edinburgh.

A world-class choice

A centre of excellence for teaching, research and innovation
Whether pursuing a degree, a Masters, MBA or PhD, our students are exposed to challenging ideas and inspired thinking. Ranked 23rd in the 2016 QS World University Rankings. Edinburgh is home to some of the most influential academics in their fields.

Internationally recognised for first-rate research, development and innovation, the University belongs to the Russell Group of leading UK research-intensive universities. Alongside a commitment to robust academic research is a dedication to enterprise and entrepreneurship.

Facilities for 21st century learning
Throughout campus, well-equipped, contemporary environments are purpose-built for studying, learning, networking and relaxing. New facilities like our award-winning Edinburgh Centre for Carbon Innovation sees the University joining partners across government, business and communities to help drive policy, innovation and solutions.

An approach that looks outwards
A global outlook demands established global connections. Across teaching and research activities we work with partners including universities in the USA, Canada, China, Australia and India in fields as diverse as e-science, life and medical sciences, engineering and arts and culture.

INSPIRATIONAL PEOPLE


Alexander Graham Bell
Sophia Jex-Blake
Gordon Brown
Charles Darwin
Sir Arthur Conan Doyle
Katherine Grainger
Philippa Gregory
Peter Higgs
Chris Hoy
David Hume
James Clerk Maxwell
Ian Rankin
Stella Rimington
Sir Walter Scott
Dr. Piers Sellers
James Simpson
Alexander McCall Smith
Robert Louis Stevenson
Edinburgh

A capital with character
A UNESCO World Heritage Site, Edinburgh’s Georgian and Victorian architecture characterise much of the city. Despite its status as a thoroughly contemporary capital, here is a city whose centre is home to a royal palace, an extinct volcano and a truly iconic cliff-top castle.

Bursting with life, Edinburgh boasts four universities, major international arts festivals and a host of galleries, theatres and concert halls. People from all over the world have settled here – a fact celebrated by the strong ethnic flavour of the city’s restaurants, bars and cafés.

A walk in the bustling heart of Edinburgh is a walk of contrasts and surprises. Edinburgh brings all the advantages of a major European capital, yet ours is a manageable city whose compact centre rewards exploration.

A country to discover
Within just a few miles of the Business School await East Lothian’s beaches, villages and famous golf courses. The town of St Andrews, the game’s birthplace, is less than two hours from Edinburgh.

Further afield, Scotland, authentically one of Europe’s last great wildernesses, delights the inquisitive with mountains, lochs, wildlife and seven thousand miles of stunning coastline. Combined, they result in a breathtaking natural backdrop for activities including hiking, mountain biking, surfing and kayaking.

A city with spirit and spark
An entrepreneurial spirit engulfs Edinburgh and is evidenced by a prosperous and diverse economy, leading-edge research and a healthy local, national and international business community. Central to this dynamic mix, the University of Edinburgh Business School offers a learning environment that is every bit as stimulating and progressive.

A pioneering city, at the University of Edinburgh the UK’s most powerful computer helps drive a vibrant biosciences sector. The search for renewable energy finds a focus here too, and several global financial institutions – banks, insurance companies, investment houses and brokers – are headquartered in the city. It’s the ideal location for the School’s unique approach to strategic leadership.

A place of inspiration
With so much innovation, research and collaboration going on, it’s natural that the city attracts the world’s leading thinkers and business people. The School is perfectly placed to both contribute to first-rate research and thinking and to connect with those working at the very top of their sectors. Guest speakers regularly present to our students, engage in debate with our faculty and lead our aspiring entrepreneurs by example. Its engagement that has paid dividends; year-on-year the University has inspired and supported a record number of business start-ups.

Edinburgh is a city of influence too; as the seat of the Scottish Parliament the city provides access to the Civil Service and public sector and government organisations.
Making an Application

Are you ready to join us?

Finding out more
We encourage you to attend one of our regular Open Days or make an appointment to come and visit the campus. If you are not able to make it to campus you also have the opportunity to find out more via our Webinars or indeed by meeting some of our staff and Alumni at various MBA Fairs taking place globally. Details of forthcoming events and opportunities are posted on our website. We can also arrange one-to-one sessions in person or via Skype with our MBA Relationship Manager.

Educational and professional experience
To ensure an outstanding student experience we have set entry requirements for our Full time MBA programmes as follows:

Professional experience requirement
At least three years’ work experience in a managerial role. Experience can be from any industry, including the public sector, charitable organisations or the arts.

Minimum academic requirement
The usual minimum requirement is a good undergraduate degree (equivalent to 2:1 UK honours degree) from a good university in any subject, or an equivalent overseas qualification.

Exemptions
If you do not meet the minimum academic requirement, you may still be considered if:
- you have professional qualifications with substantial work experience; or
- you do not hold a degree or professional qualifications but you have a very strong employment record demonstrating a high degree of responsibility.

If you do not meet the minimum academic requirement, we may require you to complete the Graduate Management Admissions Test (GMAT) which is an internationally-recognised assessment of analytical, numerical and verbal reasoning. If we require you to take GMAT, we would expect a score of 600 to qualify for our MBA.

English language
We require all applicants to meet one of the following English language requirements:
- You are a national of a majority English-speaking country as defined by the Home Office.
- You have completed an academic qualification at least equivalent to a UK bachelor’s degree, which was taught in a majority English-speaking country.
- You have or will have achieved the minimum required score in one of our accepted Secure English Language Tests (SELTs).

Please visit our website for full details. www.business-school.ed.ac.uk/mba
How to apply
Please visit our website for full application details. www.business-school.ed.ac.uk/mba

Fees
Fees for entry are listed on our website.

Scholarships
We are keen to recruit the very best talent from all over the world. To this end, a number of MBA scholarships are available. Some are sponsored by MBA alumni while others have the support of companies or the Business School itself. Strict eligibility criteria apply and full details are available on our website.

Dedicated programme scholarships include
The Postcode Lottery Green Challenge Scholarships (£20,000)
The Dixons Carphone Scholarships (£5,000)
The Grant Property MBA Scholarship – Entrepreneurship (£5,000)
The Victor Loewenstein MBA Scholarship (£5,000)

Business School Scholarships
Leadership Scholarships (£10,000)
MBA Diversity Scholarships (£5,000)
Academic Merit and Achievement Scholarships (£5,000)

Application Deadlines
We recommend submitting your application by June at the latest for entry to programmes starting in the September.

*All content correct at time of print but subject to change – December 2016