IN TWENTY YEARS EMPLOYERS WILL STILL BE IMPRESSED WHEN I TELL THEM THAT I STUDIED AT A UNIVERSITY WITH THE REPUTATION THAT EDINBURGH HAS ALL AROUND THE WORLD.
Our Masters Portfolio

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Welcome

As one of the leading business schools in Europe, at one of the world’s best universities, we have achieved an enviably high quality of teaching and research, as well as a natural connection to business. What really sets us apart however, is a willingness to look beyond accepted business thinking, to create debate and spark new ideas.

Edinburgh is a leading international centre for business and finance. It’s also a beautiful, inspirational city. And, here in the University of Edinburgh Business School, you have a School that is right at the heart of the city, at the heart of business.

Not only is the Business School part of a University that is ranked 23rd in the QS World University Rankings, but it also holds triple accreditation from AACSB, EQUIS and AMBA. Triple accreditation underscores the quality of everything we do and has been awarded by three of the most business accreditation bodies.

In today’s challenging business world it is imperative that students equip themselves with the knowledge and skills that are in demand not just today but into the future. We believe our portfolio of Masters are at the forefront of the latest ideas and techniques that will assist the business world.

If you’d like to find out more about the School or our programmes, simply email msc@business-school.ed.ac.uk and our Admissions Team will help you with your enquiry. Or, better still, come and visit us yourself. I think you’ll be suitably inspired.

Wendy Loretto
Dean of the Business School
Culture & Business

A thriving European capital city, Edinburgh blends history, culture and a world-class arts scene with the entrepreneurial energy and fresh thinking you’d expect from the UK’s second-largest financial centre. Easy to reach and well connected to Europe and beyond, it’s no surprise that for generations creative thinkers have made Edinburgh their home.

Edinburgh.

A city with spark.
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. It’s 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.

Four facts about Edinburgh

01. Edinburgh is regularly voted as one of the most desirable places to live in the world

02. Edinburgh’s Hogmanay is one of the world’s greatest New Year party celebrations

03. A year-round festival city, Edinburgh is home to festivals celebrating theatre, film, books, arts and science

04. Edinburgh is the UK’s second-largest financial centre and home to the Scottish Parliament

1m

The city’s 450,000 population exceeds one million during the peak of the festival season in August
The University of Edinburgh

Granted its Royal Charter in 1583, the University of Edinburgh which we are a key part of 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.

Top 5
One of the UK’s top five universities for research

32nd
Our graduates are rated 32nd in the world for employability

£305m
in competitive research grants in 2014/15, 41% more than the previous year
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.

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.

Over 35,000 students studying a range of degree programmes from Undergraduate to PhD

Over 430 years of world-renowned teaching and learning

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
6

An International Network

Our MSc alumni network is 2,500 members strong. Our graduates work in a wide variety of destinations across the world so wherever you find yourself working in your future career, we will link you up to a like-minded network of professionals.

1

Christopher Smith
James Quator, New York, USA
MSc in International Business and Emerging Markets
“It was an enriching experience, with lots of different perspectives from a broad range of people from different countries. It’s probably the most diverse experience I’ve ever had.”

2

Jessica Shannon
Eastlink, Halifax, Canada
MSc in Human Resource Management
“When I was researching Business Schools the University of Edinburgh immediately stood out — the mix of modules on offer, the small groups and its reputation.”

3

David Kovacs
Rocket Internet, Berlin, Germany
MSc in Marketing
“I chose Edinburgh because it was a University with a very good reputation. My classmates were a very varied group and it was great that they had different experiences. Group work exercises were really interesting with so many different perspectives. The School itself is superb, really well outfitted and there are a lot of facilities for working and taking breaks.”
4 Branden Beatty
 Médecins Sans Frontières (MSF), Kenya
 MSc in Carbon Finance
 “Edinburgh pioneered the first ever MSc in Carbon Finance. I believe the programme speaks to the progress Scotland has made using market-based mechanisms to manage climate change mitigation.”

5 Sunattha Weerasakwattana
 Thanchem, Bangkok, Thailand
 MSc in Management
 “I decided on Edinburgh for a number of reasons. Firstly, it is part of a famous university with a long history and distinguished former students. It also has an excellent reputation.”

6 Shoba Maheson
 Bank Negara, Malaysia
 MSc in Accounting and Finance
 “My employers sponsored me to come from Malaysia to study overseas for a year. My final decision came down to the brand name and reputation of Edinburgh. The experience of living in Edinburgh was wonderful. The city was so beautiful and so unpolluted. The Professors are unbelievable – they show you a whole different perspective.”

7 Wei (Kevin) Zhang
 Chint Electrics, Shanghai, China
 MSc in Marketing and Business Analysis
 “The programme gave me a deeper knowledge and understanding of the marketing area. I got a lot of help from the lecturers and Professors. The diversity on the programme was brilliant with classmates from South Africa, North America, Asia and Europe – this mix has meant a great social life. Most of my classmates have work experience so I learnt a huge amount from them. The programme also gave me the opportunity to do lots of interesting simulations. The market research projects were really great.”
The University of Edinburgh Business School takes its place among the world’s leading business schools. Our triple accreditation is testament to our inspirational teaching, game-changing research and diverse engagement with global business.

Welcome to our 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 valued undergraduate, postgraduate and executive education programmes.

Committed to corporate engagement

Much more than simply a source of knowledge, our School connects our Masters 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, guest speaker series, Entrepreneurship Club and at the centre of our student projects.

Revolutionary 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.

Placing original research and thinking at the core of the MSc curricula, 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. Our 2015/16 Masters intake comprised students from over 60 separate nationalities. It’s a healthy 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 MSc 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 leading business schools worldwide.

Substantial investments have been made in our facilities and in hiring academic and support staff that can best cater to the needs of our students. Our purpose built school features lecture theatres, a café and The Hub – an well equipped library space offering essential databases, journals and leading financial information services. MSc students enjoy full access to Datastream, Osiris, Thompson ONE Banker, CRSP (Centre for Research in Security Prices) and Compustat.
In 2015/16 our MSc students joined us from:

- Asia and Australasia: 58%
- South and Central America: 2%
- Western and Eastern Europe: 25%
- United Kingdom: 6%
- Africa and Middle East: 2%
- North America: 7%
- United Kingdom: 2%
- Africa and Middle East: 7%
- North America: 2%

Five facts about our school community:

01. Our MSc programmes in 2015/16 welcomed students from over 60 different nations.

02. Almost 90% of our School’s academic staff hold a PhD.

03. Our School aims for research that sets agendas, leads change and revolutionises future business strategy.

04. Substantial investment has delivered a bespoke environment built with student and staff needs paramount.

05. Our commitment to outstanding research is recognised by the Research Excellence Framework.

1,500

Business School students are enjoying the experience of a lifetime – 500 of them pursuing postgraduate studies.
A Masters from Edinburgh

As the employment market continues to improve, competition will continue to intensify. With a Masters from the University of Edinburgh you will develop the knowledge and skills required to stand out from the crowd and achieve your goals.

Enjoy a professional development journey with a world-class Masters

Balancing academic theory, crucial soft skills and the very latest industry practice, our MSc programmes are respected by employers and valued by graduates. Our growing portfolio covers a broad range of general and specialised management disciplines – increasing employability for both first-time management students and for those seeking a tightly focused in-depth programme.

A commitment to your professional development

Each Masters student undertakes a personal and professional development journey that challenges, engages and prepares them for real-world success. We encourage you to take ownership of your professional development so your experience is tailored and unique. Our supportive faculty will be by your side to develop robust, relevant learning geared to maximising your potential.

Tailored careers support for Masters students

Every on-campus Masters student benefits from quality careers guidance provided by the Business School’s Student Development Team and the University’s own award-winning Careers Service. The Student Development Team exists to help students maximise their potential in the global market. Their activities are structured around three pillars – skills networks and opportunities.

Skills – Equipping you with the skills to achieve your development goals and maximise your own potential.

Opportunities – Engaging you with the business community.

Network – Helping you build your confidence in networking and grow your professional network.

Real-world experience

Many of our Masters programmes offer a route to real-world practice via a student project. Each project sees students applying knowledge and skill, and establishing connections with businesses and sectors. Many of our students use their dissertation to conduct research for a corporate partner.

At the heart of knowledge exchange

Strong industry links give us the latest understanding of global trends and the key skills and attributes employers are prioritising. Our powerful interactions with business places the School at the heart of cutting-edge consultancy, research and recruitment assistance.

Our ties with industry bodies are just as solid, and include relationships with the Chamber of Commerce, Chartered Banker Institute and The Marketing Society. These connections and activities are central to our Masters students’ professional development journey.

Adding to this is the Edinburgh entrepreneurship club (E-Club). Hosted by the School, the club’s growing membership now exceeds 800 students, alumni and entrepreneurs from the business community. Fostering the entrepreneurial spirit, the club hosts events including pitching competitions and business planning activities. The E-Club supports students both in strengthening valuable networks and in negotiating each stage of the entrepreneurial process.
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 and discover more about potential career paths. Below are just a handful of the names we have welcomed:

Lord Karan Bilimoria  
Founder and Chairman, Cobra Beer

Sir Martin Sorrell  
Chairman, WPP

Dominic Barton  
Global MD, McKinsey & Company

Gareth Williams  
CEO, Skyscanner

Ian Marchant  
formerly CEO, SEE

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

Bill MacDonald  
MD Scotland, Accenture

Richard Cousins  
CEO, Compass Group

John Bernard  
Global Marketing Director, Mozilla Firefox

Alastair Darling  
Former Chancellor of the Exchequer

Steve Bateman  
Executive Director and Head of Banking, Santander Bank
MSc in Accounting and Finance

Our strongly vocational MSc is closely in line with professional practice and is an ideal fit if you’re from a quantitative background. This is a programme that will challenge you academically and, through practical applications and case studies, one that will set you up for future roles within Accounting and Finance.

Structure and assessment
Following induction and welcome week, Semester 1 comprises four of the six core courses your MSc is built upon.

In Semester 2 you’ll take two more core courses as well as two specialised, annually reviewed option courses. Learning is achieved via a mix of lectures, set reading, exercises and case studies. Each course component features a combination of formal examination, individual/group assessment and presentations.

This MSc participates in the CFA Institute® CFA Program Partner Initiative (‘CFA PP’) meaning it is judged by the Institute as covering at least 70% of the CFA curriculum.

Dissertation
Your MSc concludes with a dissertation: a personal piece of work inspired by course learnings and focused on your career ambitions.

Thanks to the School’s close industry ties, many students take on a live issue from the accounting and finance sectors. Past topics have included: Introducing IFRS to Accounting; Social and environmental disclosures; Comparable accounting policies; Performance persistence of mutual funds; Director’s trading; Management accounting and strategy; Earnings management and What is fair value?

Career progression
Your MSc will equip you for a range of roles. Post-programme careers typically include: international accounting; international regulations; investment and security analysis; portfolio management; corporate finance management accounting and corporate restructuring.

Valued by employers
You can expect leading names from across the accounting and finance sectors to recognise the value of your MSc. Recent graduates have gone on to work for:
- AEGON
- Baillie Gifford
- Civil Service
- Ernst & Young
- Goldman Sachs
- J.P. Morgan
- PriceWaterhouseCoopers
- Morgan Stanley
- Royal Bank of Scotland
- Standard Life
- UBS

Learning outcomes
Your MSc in Accounting and Finance will provide you with greater knowledge and understanding of this subject area and by the end of your studies you will be able to:
- Know and apply accounting and finance theory;
- Explain and apply international accounting standards;
- Critically evaluate financial statement information;
- Evaluate and compare different investments.

OUR GUEST SPEAKERS
ENGAGING WITH THE BEST IN THE BUSINESS

Edinburgh is the UK’s second-largest financial centre. That means expert guest speakers and finance professionals will be on your doorstep.

Visitors we have welcomed include:
- AEGON
  Head of Strategy
- Cairn Energy
  Finance Director
- Charterhouse Capital Partners
  Partner
- Citigroup Scotland
  Managing Director
- International Accounting Standards Board
  Chairman
- KPMG
  Director of Corporate Finance
- Lloyds TSB
  Chief Economist

TALKS HAVE INCLUDED SUBJECTS SUCH AS
- The Financial Services Authority and the challenge ahead.
- Small business reporting – what they want and what they need.
- Accounting issues in family businesses – access to finance, succession and taxation.
Programme Structure

**Semester 1**  
September-December  
- Advanced International Financial Reporting  
- Advanced Management Accounting  
- Foundations of Finance Theory  
- Statistics For Finance  
- An Introduction to Financial Accounting (no credit)

**Semester 2**  
January-May  
- Advanced Corporate Finance  
- Current Issues in Accounting  
- Students choose 2 option courses
  - Option 1  
  - Option 2

**Summer**  
June-August  
- Dissertation

### Options
- Behavioural Finance
- Corporate Governance
- Credit Risk Management
- Financial Engineering
- Fixed Income
- Investment Management
- Management Control for Risk & Uncertainty
- Research Methods in Finance

Please note courses are subject to change and correct at time of printing.

**Application**

For more information on application and entry requirements please see back page or visit our website.

[business-school.ed.ac.uk/msc/accounting-finance](http://business-school.ed.ac.uk/msc/accounting-finance)

**Graduate profile**

**I was fully satisfied by the programme**

Mahuba Mammadova  
MSc in Accounting and Finance

Before Edinburgh, I completed my Bachelor Degree in Economics at Azerbaijan State University and worked in the management accounting department at an insurance company. It was my goal to get a Master Degree as it is very important in Azerbaijan in terms of recruitment.

I chose to study at Edinburgh as it is a motherland of Harry Potter (Joke). Actually, I chose the University rather than the city. Amongst my offers, the University of Edinburgh was the highest ranked. I also assessed the programme of study and decided that the University of Edinburgh Business School was the best option for me. I was fully satisfied by the programme as it taught me to think and to analyse rather than just memorise important rules off by heart.

After studying at the Business School, I got a job at KPMG in Azerbaijan. Currently, I am an Audit Assistant however I would like to move to the UK via the KPMG international network in the future.

The Accounting and Finance programme prepared me well as I am quite successful in my current job and I feel I have the potential for further development. I recently passed the ACCA exams – I believe this achievement coupled with the knowledge that I obtained in Edinburgh will allow me to progress quickly.

My favourite memory at the Business School was a party after the last exams. It was an amazing evening with all students gathered together and dancing Scottish National dances!

I liked my time in Edinburgh very much and it will always stay in my heart as a fairy-tale city with all of its narrow streets, the castle, Princes Street, and the festival. I miss Edinburgh.

My advice to new students is to try your best in your studies but don’t miss out on exploring Edinburgh as well. Expand your network and enjoy every moment!
Our MSc in Banking and Risk

Our MSc delivers the knowledge, understanding and skills Bank and Financial Institution Managers require to operate effectively and globally. Successful management underpins successful economies and on this programme you’ll consider the structural, financial and risk and asset management functions of banks.

Approaching banking as an industry requiring multidisciplinary management, across your MSc you’ll encounter an emphasis on what and how managerial decisions are made. Uniquely, your programme will ask you ‘what skills do managers in risk functions need to be technically excellent at their job?’ Research by the Business School’s Credit Research Centre (CRC) provides a strong academic base that’s backed by a passionate faculty and the School’s impeccable links to industry and guest speakers.

Career progression
Your MSc prepares you for a number of key financial management positions. Post-programme roles have included: Risk Management Consultant; Credit Risk Analyst; Securities/Credit Officer; Banking Regulatory Consultant; Audit/Compliance Analyst; Financial Services Regulatory Advisor; Governance and Risk Officer; Risk Manager (Modelling) and Portfolio Risk Manager.

Valued by employers
The banking and finance sectors recognise the value of your MSc. Our graduates consistently secure positions quickly after graduation. Past graduates have secured jobs with organisations such as:

- Antenna Group
- Chinartrust Securities Co. Ltd
- Deloitte China
- KPMG
- Ping An Bank
- SEB Investment Banking
- Sopra Steria
- State Street Luxembourg
- SunGard

LEARNING OUTCOMES

The course content covers three general areas: the economic environment in which banks operate, the management of lending, and the management of investment. After successful completion of your MSc in Banking and Risk you will have:

- A knowledge of the economic roles and structure of banks in different economies;
- Knowledge and understanding of the different types of risks that banks face and how to measure them;
- Knowledge and understanding of company financial statements;
- Knowledge and understanding of statistical and econometric concepts;
- Knowledge and understanding of risk models;
- Knowledge of the economic and financial environments in which banks operate;
- Detailed knowledge and understanding of credit scoring.

OUR GUEST SPEAKERS

The School’s relationships with industry regularly attract expert guest visitors. Speakers sharing their experience and advice have included:

- AEGON
  Head of Strategy
- KPMG
  Director of Corporate Finance
- Lloyds TSB
  Chief Economist
- Royal Bank of Scotland
  Deputy Head of QuaRC
- Standard Life Investments
  Head of Socially Responsible Investing
- Standard Life
  CEO
- State Street Associates
  Senior Partner

TALKS HAVE INCLUDED SUBJECTS SUCH AS

- Small business reporting – what they want and what they need.
- Were investors enablers of the banking crisis?
- Towards determining systemic importance.

YOUR MSc - ACCREDITED BY CBI

Your MSc programme is fully accredited by the Chartered Banker Institute (CBI). Upon graduation, you will be eligible to use the professional designation of Chartered Banker, alongside MCIBS accreditation.

Your automatic Student Membership of the Institute opens the door to exclusive sector events. You’ll also be subscribed to CBI’s Chartered Banker publication.

Dissertation
Your MSc concludes with a dissertation. Focused on your career plans and inspired by course learning, your dissertation is your own unique piece of work. Thanks to the School’s ties with industry, opportunities exist to offer you a live issue a particular company is facing.

Previous dissertation topics have included: Estimating a credit risk model for consumer loans; A critical review of capital adequacy regulations; An evaluation of liquidity risk models; Use of internal credit risk ratings at private banks; Competition in retail banking; How do banks set interest rates?; Determinants of bank profitability; An empirical analysis of bank mergers; An empirical analysis of the popularity of credit risk model estimation techniques; Risk management and corporate governance in banking; Incentives in CEO pay and impacts on risk taking; Credit risk management of commercial loan portfolio; An empirical analysis of bank efficiency; Assessing risk in launching new financial products; Measuring shareholder risk in international banks.

Structure and assessment
Following induction and welcome week, you’ll be studying four core courses in Semester 1. Semester 2 brings two more core courses and two annually reviewed option courses.

Learning is achieved through lectures, set reading, exercises and case studies. Each course component uses a combination of formal examination, individual/group assessment and presentations.

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- Lloyds TSB
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- Royal Bank of Scotland
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- Standard Life Investments
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- Were investors enablers of the banking crisis?
- Towards determining systemic importance.

YOUR MSc - ACCREDITED BY CBI

Your MSc programme is fully accredited by the Chartered Banker Institute (CBI). Upon graduation, you will be eligible to use the professional designation of Chartered Banker, alongside MCIBS accreditation.

Your automatic Student Membership of the Institute opens the door to exclusive sector events. You’ll also be subscribed to CBI’s Chartered Banker publication.
Graduate profile

It was important to secure a Masters from a prestigious institution

Julien Haddad  
MSc in Banking and Risk

After graduating in London with a First-class BSc in Finance, Money and Banking, I taught English for a year in Paris. My reason for choosing the Masters was to significantly increase my employability. I know from experience how competitive the job market is, so it was important to me to secure a Masters from a prestigious institution.

It took me a little while to find my feet in Semester 1, but I soon settled in. My course was challenging, but the hours of studying in the Hub and the library paid off – especially in Semester 2.

The part of the course I most enjoyed was my dissertation. I investigated shadow banking and its implications for the UK. I was supervised by my lecturer in Business Economics, Dr Fernando Moreira, and by Invesco’s Chief Economist. Connecting with such a large financial firm on the School’s doorstep was a great experience. On the course, the class also heard from lots of expert guest speakers on topics from the latest risk analysis models to advice on finding work in the UK financial sector.

Edinburgh was the perfect place for me. I always found time to enjoy the city – including the festival, the military tattoo and a ceilidh that the School organised.

The Masters, combined with internships, has helped me secure a job as a Risk Analyst which sees me analysing investment funds and working alongside the risk management team to mitigate Operational, Fiduciary and Legal risks.

My advice to new students is to be tenacious, secure as many internships as possible – it’s the way to get the experience employers are looking for.

“Be tenacious, secure as many internships as possible – it’s the way to get the experience employers are looking for.”

Application

For more information on application and entry requirements please see back page or visit our website. business-school.ed.ac.uk/msc/banking-risk
This is the age of Big Data. Organisations hold more information about their business environments than ever before. Increasingly, these organisations are recognising the role of data in gaining insights and out-thinking competitors.

Our new MSc addresses the growing demand for trained analysts capable of taking on complex challenges, informing decisions and contributing to solutions.

On this course you will gain a critical understanding of varied business environments, problems and processes. You will learn how business analytics drives improvement, innovation and entrepreneurial action. And through exposure to live business tasks, you'll be challenged and made ready for this flourishing jobs market.

Structure and assessment

Our MSc is offered as a one-year full-time course. Following induction week, you will complete four core courses in Semester 1. This is followed by four option courses in Semester 2. The programme concludes with a dissertation.

Through a combination of lectures, supervised discussions and lab sessions, you will learn to recognise and understand essential theory. You’ll also gain hands-on problem-solving experience across a number of group projects. And, crucially, you will learn how to apply state-of-the-art software and analytics tools to typical issues faced by business managers.

Dissertation

Your dissertation is the sum total of the knowledge, skills and insights you’ve gained on your course. It should reflect your career plans and can be academic or industry-based. Thanks to the School’s impressive business links you could be working on a live issue currently being faced by an organisation. Dissertation work can typically result in internships, valuable networking and in access to career assistance.

Career progression

More and more businesses are recognising the value of data-driven insights, and this highly vocational MSc will open up a variety of career opportunities. You will leave your course with the specialist knowledge employers are seeking. You’ll also have benefited from additional skills development opportunities on offer via our Student Development Team such as presentation giving or interview techniques. When combined with the key concepts, methods and real-world experience this MSc delivers, graduates will be equipped for roles including: business consultant, business analyst, business intelligence & analytics consultant, metrics & analytics specialist, analytics associate, data analyst, solution architect, business process analyst, management consulting associate, and operational research consultant.

Valued by employers

Graduates across the School’s MSc courses regularly secure posts with leading employers. With demand for Analytics professionals growing, the School is confident that this new MSc will place you in an excellent position to advance your career.

LEARNING OUTCOMES

On completion of your MSc you will have gained the knowledge and skills to:

- Understand and critically apply the concepts and methods of business analytics.
- Identify, model and solve decision problems in different settings.
- Interpret results and solutions, and identify appropriate action for managerial situations, whether problems or opportunities.
- Create viable solutions to decision-making problems.
- Recognise, understand and apply the language, theory and models of the field of business analytics.
- Critically analyse, synthesise and solve complex unstructured business problems.
- Drive business improvement, innovation and entrepreneurial action.
- Make ethical decisions that impact on the long-term welfare of organisations and their communities.

OUR GUEST SPEAKERS

ENGAGING WITH THE BEST IN THE BUSINESS

Our expert guest speakers provide a valuable and enjoyable component of our MSc programmes. Throughout the term, industry partners and professionals will share their experience and expertise via talks and lectures. Often, students will have the chance to speak directly with these guests about issues related to research or career opportunities.

The School also has a number of major partnerships with organisations such as Dixons Carphone plc/Connexity who we anticipate to be heavily involved with this particular MSc programme. Already Dixons have provided licenses for software and will be doing elements of the training for the Web and Media Analytics option course.

Industry projects are also incorporated into the curriculum and students will learn to use Matlab, a key global platform, amongst other key systems thus preparing them with practical skills and insights for future employment roles.
Programme Structure

Semester 1
September-December

- Principles of Data Analytics
- Predictive Analytics and Modelling of Data
- Prescriptive Analytics with Mathematical Programming
- Business Analytics with Heuristics

Semester 2
January-May

Students choose 4 option courses

- Option
- Option 2
- Option 3
- Option 4

Summer
June-August

Dissertation

Options

- Performance Analytics with DEA
- Media and Web Analytics
- Industrial Analytics
- Business Analytics with Simulation
- Inventory Analytics
- Supply Chair Analytics with Games

Key: [Core course] [Option course]

Please note courses are subject to change and correct at time of printing.

Application

For more information on applying for this MSc, please see back page or visit our website.

business-school.ed.ac.uk/msc/business-analytics

“A rise in technology based interactions between various economic actors have resulted in an unprecedented amount of data being generated and gathered by organisations. This gold mine of data is yet to be exploited by a large number of organisations to help build intelligence and assist with decision making, driving innovation, and outranking competition. Our new MSc programme is designed to train you in descriptive, predictive and prescriptive analytics to make the best out of this gold mine and to respond to the increasing demand for analytics professionals in the job market.”

Dr Jamal Ouenniche
Programme Director
The School is proud to be offering the world’s first programme dedicated to professionals in the field of low carbon finance and investment. Join this MSc and you’ll be joining a course with a unique focus on the business opportunities and financial flows driven by society’s response to climate change.

It’s a response that is expected to drive trillions of dollars of new investment over the coming decades. Delivering this investment will require professionals with a deep understanding of the mechanisms that will regulate new financial flows like carbon markets and climate investment funds.

This is a programme that will appeal to you if you’re a first degree graduate in business, economics, engineering or another social or physical science discipline. Our students also typically bring work experience alongside their desire for a new career in carbon finance, investment, consulting or related policy and regulatory roles. Ensuring our teaching keeps pace with advances, our MSc is delivered by industry-experienced academics, external experts and practitioners in carbon finance.

Structure and assessment
Following induction and welcome week, in Semester 1 you will study four of the programme’s seven core courses. Three more follow in Semester 2, including a semester-long group Carbon Consulting Project. Semester 2 also brings an option course, enabling you to specialise in a key area. Learning is achieved through lectures, set reading, interactive exercises and case studies. Each course component uses a combination of formal examination, individual/group assessment and presentations.

Dissertation
Your MSc concludes with a dissertation. Your own personal piece of work, your dissertation is inspired by all of the year’s learning and should focus on your career plans.

Your studies will provide plenty of scope for a dissertation subject. Past topics have included: Carbon finance in specific sectors, technologies, countries, carbon markets or standards; Comparative studies of the efficiency of alternative carbon financing instruments; Analysis of carbon pricing, risk or risk management; Exploring the relationships between energy finance and carbon finance; New developments in carbon accounting, taxation or auditing and International policy frameworks and carbon finance.

Career progression
Your MSc is highly vocational. It will equip you with the knowledge and skills essential for a job in carbon finance. Potential roles for graduates include: Carbon Consultant/Service Provider; Carbon Analyst; Carbon Asset/Fund Manager; Carbon Credit Developer; Carbon Trader or Carbon Accountant.

Employers typically include: banks, asset management firms, large industrials, consultancies, regulators and carbon start-ups.

The Business School also provides initial membership to the Association of Carbon Professionals.

Valued by employers
The School has earned a reputation as a global leader in climate change education. It’s a standing that is strengthened by our co-delivery of the MSc in Carbon Management at the Edinburgh Centre for Carbon Innovation. We also maintain strong relationships with the UK Green Investment Bank; Shell; Scottish 2020 Climate Group; Climate Bonds Initiative and the Carbon Disclosure Project (CDP). The result is that leading employers will recognise and rate your MSc. Our graduates have secured positions with firms including:

- Centrica Energy
- CITIC Securities
- Deloitte France
- Department of Energy & Climate Change (UK)
- Det Norske Veritas
- Ernst & Young (Tel Aviv)
- Guangdong Carbon Exchange
- Japan Bank for International Cooperation (JBIC)
- Korea Research Institute of Climate Change Countermeasure Strategies
- MAS Holdings
- National Grid
- NextGen PMS Private Limited (Mumbai)
- REpower UK Ltd
- Showa Shell Sekiyu

LEARNING OUTCOMES
By the end your MSc in Carbon Finance, you will be able to:

- Explain and evaluate the current state of climate change science and key climate change policy initiatives.
- Explain and apply principles of finance in the energy sector.
- Describe and critically evaluate the structure and dynamics of the major global, regional and national-level carbon markets.
- Explain and apply practices and procedures of carbon accounting.
- Describe and evaluate the challenges and opportunities for low-carbon investment.
The school is globally revered as the leader in carbon markets education

Janis Hoberg
MSc Carbon Finance

After studying Business Administration at the Free University of Berlin, I chose to study Carbon Finance at Edinburgh as this was the only course of its kind in the world at the time. I aimed to combine my interest in sustainability with my academic background in finance.

The School is globally revered as a leader in carbon markets education and our class learned from practitioners at the top of their field. One very diverse, specialised course – Climate Change Science and Policy – was led by guest speakers who brought their own particular specialism to each lecture.

My dissertation was an economic assessment of a melting Arctic. As well as consulting with researchers at the University of Edinburgh, the School’s reputation helped ensure I received feedback and data input from top-level scientists across the world.

The carbon market is relatively small, so networking is essential. My class was made up of students from several countries who are now working globally. By using the alumni network I have kept in touch with classmates – both from my Masters and from the MSc in Carbon Management that the School co-delivers. The MSc was multidisciplinary and provided a wide breadth of knowledge and a solid understanding of the industry. This qualified me across many areas and opened up several employment options. After gaining my Masters I enjoyed a short spell with a climate change consultancy in Amsterdam before securing a permanent post as a Renewable Energy Finance Analyst in London.

I heartily recommend the School, the course and the city. Edinburgh is very student-friendly and has numerous cultural events and venues on offer. I would also recommend prospective students think about what they want from this specific Masters – then start screening the industry early on in the year for internships and employment after graduation.
MSc in Entrepreneurship and Innovation

The impact of technology and globalisation means markets are changing more rapidly than ever. On this vibrant MSc you’ll gain the skills to innovate, spot opportunities and become an invaluable asset to companies of all sizes. The inclusion of project-based core courses will see you applying your new knowledge and understanding to real-life business challenges organisations are facing.

Career progression
This MSc is ideal if you are motivated by making a difference and impacting on business practice and growth. Across the Master’s programme you will develop skills that can be applied to new and established ventures across a range of sectors. This MSc is also a great fit if you’re looking to start your own venture now or in the future.

Roles can typically include managing innovation within existing organisations; developing a start-up business; taking over a family business or policy and business development in agencies that support innovation.

Structure and assessment
Following induction and welcome week, in Semester 1 you’ll study five core courses. Two project-based core courses follow in Semester 2. These see you addressing live innovation and entrepreneurship challenges with real-life organisations. In Semester 2 you will also tailor studies to your career ambitions via two option courses.

On this MSc you’ll learn through lectures, set reading and case study analysis. Assessment is via a combination of formal examination, individual/group assessment and presentations.

Dissertation
The culmination of your MSc, the dissertation brings the year’s learning together in one unique piece of work. You can choose a research dissertation, or a dissertation with an acute business focus - for example, a business plan or project. Your work should reflect your career ambitions.

Potential subjects for dissertations could include Strategic entrepreneurship; Business angel finance and early-stage risk capital; Technology commercialisation; Business model innovation; Digital innovation and Entrepreneurial ecosystems.

Valued by employers
Your Master’s degree will give you the skills, knowledge and experience to take on a number of entrepreneurial roles. You can expect to be equipped for posts including:
- Innovation Manager
- Venture founder
- Policy and business development roles across the private and public sector
- Senior roles within a family-run business

LEARNING OUTCOMES
You'll graduate from this MSc with one-to-one business experience and a wealth of specialist knowledge.
By the end of the programme, students will have knowledge and understanding of:
- Key concepts underpinning entrepreneurship and its application in the recognition and exploitation of product/service/process opportunities.
- Key concepts underpinning innovation and the issues associated with developing and sustaining innovation within organisations.
- How to design creative strategies for pursuing, exploiting and further developing new opportunities.
- Issues associated with securing and managing financial resources in new and established organisations.

THE EDINBURGH E-CLUB
The Edinburgh Entrepreneurship Club unites students, alumni, researchers, faculty, university staff and colleagues from the wider community. Common to all is the goal of fostering the entrepreneurial spirit. Membership will give you valuable networking opportunities as well as adding to your knowledge of the entrepreneurial process.

The club hosts activities including:
- Visits from guest speakers
- Two Entrepreneurs in Residence who provide members with one-to-one advice
- Two pitching competitions - sponsored by Santander to the tune of £1,000

Find out more by visiting: www.business-school.ed.ac.uk/eclub

www.business-school.ed.ac.uk/eclub
**Programme Structure**

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<th>Summer</th>
<th>Options</th>
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<tbody>
<tr>
<td>September-December</td>
<td>January-May</td>
<td>June-August</td>
<td>Design Thinking</td>
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<tr>
<td>The Entrepreneurship and Innovation Landscape</td>
<td>Venture Management and Growth in Practice</td>
<td>Dissertation</td>
<td>Entrepreneurial Management and Leadership</td>
</tr>
<tr>
<td>Entrepreneurship and New Venture Creation</td>
<td>Innovation Management in Practice</td>
<td></td>
<td>Technology Commercialisation and the Entrepreneurial Ecosystem</td>
</tr>
<tr>
<td>Managing Innovation in Context</td>
<td>Students choose 2 option courses</td>
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<tr>
<td>Methods of Business Research</td>
<td>Option 1</td>
<td></td>
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<tr>
<td>Entrepreneurial Finance</td>
<td>Option 2</td>
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**Key:**  
- **Core course**  
- **Option course**

Please note courses are subject to change and correct at time of printing.

**Application**

For more information on application and entry requirements please see back page or visit our website.  
[business-school.ed.ac.uk/msc/entrepreneurship-innovation](http://business-school.ed.ac.uk/msc/entrepreneurship-innovation)


“Entrepreneurship and Innovation play vital roles in knowledge creation and exploitation to generate value and drive sustainable growth. Across the public, private and third sector, organisations are seeking individuals who can think creatively about leveraging internal and external capabilities and resources to generate and capture value in new ways. Our new MSc programme is focused on helping you develop the entrepreneurial knowledge and skills to successfully deal with the challenges and opportunities faced by many organisations in the current fast-paced economic climate.”

**Dr Raluca Bunduchi**  
Programme Director
**22**

**MSc in Finance**

Combining up-to-the-minute theory with practical application, our MSc in Finance will prepare you for diverse roles. Carefully devised core courses deliver a robust grounding in corporate finance, financial analysis and financial markets. Building upon this learning, in Semester 2 a highly flexible structure enables you to tailor your studies, or to specialise in one of three specific areas: Corporate Finance, Energy Finance and Markets, and Finance and Investment.

However you focus your studies, you will develop an in-depth, practical knowledge of key financial theories, models and frameworks. Crucially, you’ll also gain the understanding to confidently apply your new skills to real-world business situations.

**ALL OF OUR EXPERTISE. ONE NEW MSc.**

Our new programme brings together the specialist teaching that characterised our popular and revered suite of Finance Masters, including the Financial Times ranked MSc in Finance and Investment. We fully expect this new MSc to be similarly acknowledged by the FT going forward.

Combining our Finance and Investment MSc with specialist disciplines like Corporate Finance and Energy Finance and Markets has created a focused, flexible programme. You can now delay your decision on which area to specialise in until you have arrived on campus and started your programme thereby giving you a chance to make a more informed decision. Indeed you can also opt to mix and match rather than having to specialise if you so wish. We feel that the changes we have made have resulted in a powerful, vocational MSc that will give you a world-class grounding alongside opportunities to specialise.

**Connections that count**

The School’s long-standing industry links are exemplified by our work in the Centre for Financial Markets Research, the Credit Research Centre and the Centre for Business Climate Change.

We are also recognised as a Centre of Excellence in the provision of postgraduate education in finance and investment by the Chartered Institute for Securities & Investment (CISI).

**Structure and assessment**

Following a comprehensive induction and welcome week, Semester 1 comprises four of your programme’s five core courses. In Semester 2 you’ll study the remaining core course as well as specialist courses. At this point you can tailor your studies via one of the three Degree Pathways thereby specialising in Corporate Finance, Energy Finance and Markets, or Finance and Investment or broaden your learning by selecting a mix of option courses. Your work will be assessed by a combination of individual and group essays and reports, group presentations, mid-semester exams, and formal degree exams.

**Dissertation**

The culmination of your course, your dissertation can take the form of a business report or a business plan. Your topic should reflect your career ambitions and, if you’re following a Degree Pathway, relate to that Pathway’s content.

**Career progression**

You can typically expect to be qualified for positions with companies like the Big 4, with investment and commercial banks; market and consumer research centres; fund management firms; energy utilities and consultancies, as well as with public sector departments responsible for the finance sector, energy and climate-change policy.

This MSc could lead to a multitude of roles depending on whether you specialise in the area of Investment, Corporate Finance or Energy Markets or choose to combine a mixture of the available electives. Potential roles are varied and include for example:

Corporate Finance related roles such as:
- Corporate Banking Executive
- Investment Banking Associate
- Strategy Consulting Associate

Energy related roles such as:
- Commodities Analyst
- Energy Consultant

Investment related roles such as:
- Equity Analyst
- Market Risk Analyst
- Portfolio Manager

**Valued by employers**

Prominent names from across the finance sector rate the School’s financial teaching. Graduates of our finance-oriented MSc programmes have been recruited by:

- ABN AMRO
- AEGON
- Baillie Gifford
- Bank of China
- Barclays
- BearingPoint
- Blackrock
- DNB
- Ernst & Young
- General Electric
- Goldman Sachs
- HSBC
- JP Morgan
- Morgan Stanley
- Nordea
- PA Consulting
- PriceWaterhouseCoopers
- PWC
- Royal Bank of Scotland
- Russell Investments
- Societe Generale
- Standard Life
- State Street Bank and Trust
- The Nielsen Corporation
- UBS

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**LEARNING OUTCOMES**

Your MSc will equip you with the knowledge and skills to:

- Apply and critically evaluate finance and investment theory with particular reference to the operation of global financial markets.
- Apply and critically evaluate corporate finance techniques.
- Apply and critically evaluate theories of financial statements and related analysis.
- Identify, define and analyse problems and identify or create processes to solve them.
- Exercise critical judgement in creating new understanding.
- Demonstrate advanced numeracy and quantitative skills.
- Identify and evaluate social, cultural, global, ethical and environmental responsibilities and issues.
- Engage and work effectively within diverse groups.
Programme Structure

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<th>Summer</th>
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<tr>
<td>September-December</td>
<td>January-May</td>
<td>June-August</td>
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<tr>
<td>Financial Markets and Investments</td>
<td>Quantitative Research Methods in Finance</td>
<td>Dissertation</td>
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<td>Core courses (Energy Finance &amp; Markets)</td>
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<tr>
<td>Financial Statement Analysis</td>
<td>Energy and Environmental Markets</td>
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</tbody>
</table>

**Key:**
- **Core course**
- **Core elective**
- **Option course**

Please note courses are subject to change and correct at time of printing.

OUR GUEST SPEAKERS

ENGAGING WITH THE BEST IN THE BUSINESS

A large number of visitors and networking events are scheduled for your MSc. Our finance-oriented courses have previously welcomed:

- **Bank of England**
  Executive Director for Financial Stability

- **Bloomberg New Energy**
  Finance Chief Editor

- **BP**
  Director, CCS Technology

- **Charles Hendry**
  Minister for Energy and Climate Change

- **Green Investment Bank**
  Group Operations Director

- **Royal Bank of Scotland**
  Head of HR Shared Services

- **Scottish Development International**
  Operations Director

- **Scottish Financial Enterprise**
  CEO

- **Securities and Investment Institute**
  Managing Director

- **Standard Life**
  CEO

- **Wolfson Microelectronics**
  Founder

Semester 2’s specialist Degree Pathways are summarised below:

**Corporate Finance Pathway**

On this Pathway you will study theories essential to financial management practices. You will also develop skills to recognise the financial behaviours of corporations. By studying corporate finance practices, you will gain the knowledge and understanding to utilise these techniques.

**Energy Finance and Markets Pathway**

This pathway will prepare you for roles in the energy, finance or public sectors. You will encounter practical applications of the financial modelling and analytical techniques seen in the execution of energy projects, and those used for trading execution in the wider energy market.

**Finance and Investment Pathway**

Delivering a specialist education in finance and investment, on this Pathway you’ll gain practical knowledge on the processes and mechanics underlying investment. You will develop a global perspective on investment markets and asset classes, and acquire the skills to practice investment-related mathematics.

Options

If not specialising, choose any 3 electives. For Investment or Corporate Finance, choose 2 from your stream, and 1 other from any stream. For Energy Finance and Markets, choose 1 from this speciality.

**Investment Stream**

- Equity Valuation
- Fixed Income
- Financial Engineering
- Behavioural Finance
- Investment management
- Economic Analysis of Money and Banking

**Corporate Finance Stream**

- Management Control for Risk and Uncertainty
- Advanced Corporate Finance
- Corporate Governance
- Accounting Planning and Strategy
- Case Studies in Corporate Finance
- Equity Valuation

**Energy Markets & Finance Stream**

- Financial Engineering
- Investment Management
- Economics of Money and Banking
**24 MSc in Human Resource Management**

The portfolio of Human Resource Management responsibilities is evolving. Our fully accredited MSc is ideal for the next generation of managers - those who will embrace broader policies connected to areas like incentive design and work-life balance. Join this course and you will develop intimate, specialist knowledge of HRM concepts. You'll gain the people-management skills crucial to modern business and essential to success across dynamic organisations.

This is a programme that acknowledges the implications of changing economic, financial, demographic and political landscapes. You'll be taught by a faculty producing internationally recognised research on topics including recruitment, remuneration and retirement.

**Structure and assessment**

Following induction and welcome week, you will study four core courses in Semester 1. Semester 2 brings the two remaining core courses, and two option courses that allow you to specialise. Learning is achieved through lectures, set reading, exercises and case studies.

Each course component is assessed using a combination of formal examination, individual/group assessment and presentations.

**Dissertation**

Your dissertation brings together all your course learning and insights. This is a unique project - a chance to express your knowledge and should align with your career ambitions. Thanks to the School’s extensive links with industry, it's possible you could base your dissertation on a live company issue.

Previous dissertation topics have included: Bonus schemes and motivation; Diversity in the workplace; Executive pay and performance; The effectiveness of LinkedIn as a recruitment tool; A study of redundancy survivors; Talent management and people analytics in HR; Motivation of knowledge workers; The impact of music on performance; and Rewards and recognition in the public sector.

**Career progression**

Your MSc will prepare you for a wide range of potential positions across the HRM sector. Roles can include: Careers Advisor; Equality and Diversity Officer; HR Analyst; HR Advisor; HR Compliance Administrator; HR Employee Benefits Manager; HR Generalist; HR Manager; HR Rewards Manager; Personnel Manager; Recruitment Manager and Reward Analyst.

Leading employers will recognise and value your Master’s degree from the University of Edinburgh. Our graduates have secured positions with firms including:

- Towers Watson
- UBS
- Accenture
- Airbus Group France
- Tullis Russell
- Ernst & Young
- HR Mobile Services Inc
- People’s Association, Singapore
- The Organisation for Economic Co-operation and Development (OECD)

**Learning outcomes**

Your MSc in Human Resource Management will equip you to:

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM.
- Demonstrate competence in Development and Problem-Solving in the area of HR Management.
- Provide innovative solutions to problems in the fields of HRM.
- Be able to identify and appreciate the significance of ethical issues in HRM.

**TALKS HAVE INCLUDED SUBJECTS SUCH AS**

- Employment Relations and the external environment.
- Securing the future of organisational leadership.
- Equal opportunities, diversity and leadership.
- Managing the annual bonus cycle in a large bank.
- Building your employer brand.

**OUR GUEST SPEAKERS**

**ENGAGING WITH THE BEST IN THE BUSINESS**

The Business School’s reputation and strong industry links will allow you to engage with a number of guest speakers from across the HRM sector during your time with us. We have previously welcomed:

- **AEGON** Head of Strategy
- **Lloyds TSB** CEO
- **Lloyds Banking Group** Group Learning Director
- **Royal Bank of Scotland** Head of HR Shared Services
- **Royal Bank of Scotland** Group Head of Reward for Retail, Wealth & Ulster
- **Standard Life Investments** Head of Socially Responsible Investing
- **Scottish Investment Operations** CEO
- **Procter and Gamble** Senior HR Manager
- **Edinburgh Airport** CEO
- **John Lewis Partnership** MD Edinburgh
- **Heineken** HR Director
- **Oracle HCM** Strategy Director

**YOUR MSc - ACCREDITED BY CIPD**

Recognised and valued by the industry, your MSc is fully accredited by the Chartered Institute of Personnel and Development (CIPD).
### Programme Structure

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<td>September-December</td>
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<td>Options</td>
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<tr>
<td>Developing Skills for Business Leadership</td>
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<td>Human Resource Management in Context</td>
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<td>Reward Management</td>
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<td>HR Issues in Outsourcing</td>
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Students choose 2 option courses

<table>
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Please note courses are subject to change and correct at time of printing.

### Application

For more information on application and entry requirements please see back page or visit our website. [business-school.ed.ac.uk/msc/human-resource-management](https://business-school.ed.ac.uk/msc/human-resource-management)

### Graduate profile

**It was important to me to gain a qualification that connected directly with employers**

**Sam Holland**

MSc Human Resource Management

I came to my Masters programme following Human Resource experience I gained while volunteering with an organisation in Vietnam. That company tasked me with attracting a more international workforce and that challenge sparked a broader interest in HR.

The School itself was a terrific place to study – a dedicated, self-contained business school with fantastic facilities, an authentic international feel and located in a beautiful city.

It was important to me to gain a qualification that connected directly with employers – and that’s exactly what my MSc does. It was instrumental in my gaining a HR role at the OECD in Paris, and I find I’m applying theory I learned at the School to practice in my day-to-day work.

I’m involved in the full internal and external recruitment cycle from job descriptions to candidate approval. Even indirectly, the knowledge I gained across areas like reward management, employment law and operating internationally are applicable. They inform my thought processes around core HR topics like ex-pat incentives, maternity leave and the cultural sensitivities fundamental to effective interviewing.

My favourite thing from my time at Edinburgh? Studying, working and getting to know people from so many different countries.

My MSc has opened up new opportunities for me. Further down the line I hope to specialise, but right now I’ve gone from one superb learning environment to another.

“**A terrific place to study - a dedicated, self-contained business school with fantastic facilities, an authentic international feel and located in a beautiful city.**”
MSc in International Business and Emerging Markets

Across a dynamic global economy, emerging markets are developing increasing significance. Suited, but not limited, to those with a background in commerce and finance, our MSc will focus your studies on the challenges faced in today’s globalisation context.

These challenges are varied. They include issues like global governance in international business, the development of corporate strategy, business internationalisation and attracting foreign direct investment. This programme has been prepared to equip you with the skills and knowledge you’ll need to address these questions, and to operate successfully in countries with different cultures, institutions, laws and business practices.

If you’re from an emerging economy, you will gain knowledge of contemporary thinking in corporate strategy. You’ll study crucial areas including technology, financial management, business economics and development-related public policies.

Students from established economies will gain an understanding of how businesses can benefit from the globalisation of the world economy and the rapid development of new economic powerhouses.

However you approach the programme, you’ll work alongside the School’s Student Development Team. Here, in the Business Lab environment, you will develop the personal skills essential to effectively dealing with peoples and businesses in a multicultural context.

Structure and assessment

Following induction and welcome week, you will study three core courses and one option course in Semester 1. Semester 2 brings two more core courses alongside two option courses. These are drawn from an extensive, annually reviewed list. Learning is achieved through lectures, set reading and case studies. Assessment methods comprise a combination of formal examination, individual/group assessment and presentations.

Dissertation

Your MSc concludes with a dissertation. This personal piece of work brings all of your year’s learning together. Your dissertation should have a focus on international business and emerging markets, and it should align with your career plans.

Previous topics chosen by students include: The role of Government in business development in Dubai; How can entrepreneurs enhance the tourist potential of Malawi?; Microfinance and informal lending activities of women entrepreneurs in Africa; Promoting technological innovation to emerging markets and Diversification strategy of firms from emerging markets.

Career progression

Your MSc is focused on your employability. It will help you stand out by equipping you with specialist knowledge, insights and practical skills. Potential roles include: Consultant, Manager or Analyst.

Valued by employers

The value of your MSc is recognised by a host of employers across a number of sectors. Recent graduate recruiters have included:

- Accenture
- AEGON
- Baillie Gifford
- Banco de Bogota
- Civil Service
- Deloitte LLP
- E.ON
- Ernst & Young
- Goldman Sachs
- JP Morgan
- Morgan Stanley
- PriceWaterhouseCoopers
- Royal Bank of Scotland
- Standard Life
- UBS

LEARNING OUTCOMES

On completing your MSc you will gain:

- Understanding of the key issues relating to the competitiveness of international business.
- Understanding of the key issues relating to international business from both a theoretical and business perspective.
- Appreciation of the dynamism of individual nations, and especially emerging markets including China, India and other transitional economies.
- Techniques and skills to work effectively with companies on specific international business projects.

OUR GUEST SPEAKERS

ENGAGING WITH THE BEST IN THE BUSINESS

This MSc regularly attracts a variety of industry and associated names to the School. These experts will share invaluable advice and insights with you. Our speakers have included:

- Accenture Global Head of Strategy
- AEGON Head of Strategy
- Egon Zehnder International Former Senior Director
- Embassy of Japan Minister of Trade and Industry
- Glenmorangie Operations Director
- Roche Group CEO
- Royal Bank of Scotland Head of HR
- Scottish Development International Operations Director
- Seoul University Professor

TALKS HAVE INCLUDED SUBJECTS SUCH AS

- Transformation of Russian business since 1991 – from collapse to middle income.
- Market entry strategy to developing countries and international distributor management.
- Is Scotland an emerging market?

INTERNATIONAL COMPANY PROJECT

Working in a team, and supported by academic staff, you will carry out a hands-on company project. This part of your course connects you with a real business client as you apply course learning to genuine challenges. Previously, teams have undertaken work on projects in Brazil, China, India, Poland, Nigeria, Kenya, Ethiopia and Russia. Recent project examples include evaluating, for the Chinese and Brazilian markets, an MNE’s e-retailing market strategy and developing, for Kenya and Malaysia, future banking strategies for a renowned international bank.
I wanted to be in the UK because of the highly revered education system, but Edinburgh stood out to me because it was known to be a student friendly city that was more affordable than London and an easier pace for foreign students that hadn’t previously lived in the UK. The University of Edinburgh was the only university I found that did not offer a generic International Business programme. The emerging market component of my degree was a crucial factor in making my decision as I have future aspirations of being an entrepreneur within the emerging markets. The course was focused on innovation, entrepreneurship and understanding how to navigate and do business in emerging markets. It helped me to understand how to contextualise innovation from an emerging market perspective and also taught me just how innovative emerging/developing countries can be.

Following my MSc, I’ve been working for an innovation hub within an investment firm that is emerging markets focused. Despite the grey weather, Edinburgh was a fantastic city to live in. It was compact enough that I could get to where I needed to be easily without having to take the bus all the time. I felt safe in the city and loved that I could walk everywhere.

I’m still in touch with many of the students that I studied with and having that network has been incredibly important for me. In addition, I have attended a few alumni events where I have met women in London who are just as ambitious as I am and willing to provide support if I need it. I personally feel that the alumni community is one of the most important connections a person can have.

If you choose to study this programme, seize all the opportunities you’ll have access to. You won’t find a more supportive environment.
MSc in International Human Resource Management

An organisation’s people are often both its most valuable and costly resource. Globalisation, changing demography and shifting economic and political landscapes are imposing new thinking, new opportunities and new practices on effective HR management. It’s a genuinely exciting time for this discipline and its practitioners.

Combining practice and theory, our fully accredited Masters concentrates on developing knowledgeable HR professionals who are primed to operate across national borders. With a true international focus, our programme places you at the forefront of research-led education. Thanks to carefully developed core and option courses, you will graduate from this MSc with the confidence and ability to apply learning and knowledge to a variety of real-world international HR issues.

Structure and assessment
Following induction and welcome week, four core courses make up Semester 1. In Semester 2 you’ll study two more core courses and, allowing you to specialise, two option courses. Learning is achieved through a combination of lectures, tutorials, presentations, research assignments, and the year-end dissertation. A range of assessments include team presentations, essays and formal degree exams.

Dissertation
Your dissertation unites all of the year’s learning in one unique piece of work. Your chosen subject should have an international HRM focus, and it should reflect your career ambitions. Examples might include topics like Repatriation; Expatriate management and Transfer of HR practices from headquarters to subsidiaries.

Career progression
This programme will equip you with the skills to become a critically reflective, globally focused HR practitioner. Across the course there is a particular emphasis on multinational corporations, however your MSc will also prepare you for HRM careers in the corporate and public sectors, as well as in SMEs and the third sector.

Valued by employers
Your MSc will help you stand out. The specialist knowledge it delivers opens the doors to positions including:
- International careers advisor
- Quality and diversity officer
- International HR analyst
- Employee benefits manager
- Compliance administrator
- HR rewards, personnel, or recruitment manager

Learning outcomes
Tangible, vocational learning characterises this MSc. On graduation you will have gained the skills and knowledge to:
- Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM.
- Obtain, through elective courses, an in-depth knowledge of specific HRM-related theories, skills and practices.
- Appreciate the implications of increasing globalisation for the management of human resources, with particular reference to HRM in multinational corporations.
- Develop an ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation).
- To be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

Your MSc - Accredited by CIPD
Reflecting its high standards and vocational strength, your MSc is fully accredited by the Chartered Institute of Personnel and Development (CIPD).

Our guest speakers
Engaging with the best in the business

The School enjoys long-standing links with industry. We regularly attract expert speakers keen to share their experiences. By way of example we have in the past welcomed:

- AEGON Head of Strategy
- Lloyds TSB CEO
- Lloyds Banking Group Group Learning Director
- Royal Bank of Scotland Head of HR Shared Services
- Royal Bank of Scotland Group Head of Reward for Retail, Wealth & Ulster
- Standard Life Investments Head of Socially Responsible Investing
- Scottish Investment Operations CEO
- Procter and Gamble Senior HR Manager
- Edinburgh Airport CEO
- John Lewis Partnership MD Edinburgh
- Heineken HR Director
- Oracle HCM Strategy Director

Talks have included subjects such as

- Employment Relations and the external environment.
- Securing the future of organisational leadership.
- Equal opportunities, diversity and leadership.
- Managing the annual bonus cycle in a large bank.
- Building your employer brand.
**Programme Structure**

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**Key:** Core course Option course

**Border-free business**

International. It’s just one word, but it’s at the heart of your MSc in International Human Resource Management. This course builds upon the long-standing success of our Human Resource Management MSc to offer a programme with a strong international emphasis and a clear focus on the distinct disciplines of global HR. Course names across the two programmes may be similar but the teaching will be tailored towards an international focus for this particular MSc.

**Designed for destinations** Robust, up-to-the-minute theory and practice equip graduates to work in almost any territory.

**Graduate profile**

**The Business School provided a route to CIPD accreditation which is key in HRM careers**

Prior to moving to Edinburgh I completed a BA in Management from the University of York. During the course of the degree I spent a placement year working at the Pharmaceutical Company GlaxoSmithKline. I worked within the Human Resource Development team concerning their future leader programmes.

I went back to study as I enjoy the stimulating and liberating environment available in academia, and wanted to pursue my interest in HRM. Edinburgh University is an elite university, but more specifically, the Business School provided a route to CIPD accreditation which is key in HRM careers. Being by definition an international programme, the IHRM cohort is also very international and therefore we get so many new perspectives on issues. We have been taught about crucial areas of HRM as well as having particular focuses on the issues an international context brings. These concepts were reinforced during a class trip to Helsinki.

“The CIPD accreditation is hugely important, but to have a deep theoretical background in topical HR issues is even more so. The Reward Management module in particular has helped me get a job in this area as I will be working in reward management for Virgin Money. I will also be maintaining links with the health sector.

Edinburgh itself is beautiful, vibrant and quaint all at the same time. It is also walkable which is very important to me. I love a good view, and Edinburgh is spoilt with these! Of course its culture and arts scene aren’t too far behind.

The city will, I am sure, hold a special place in everyone’s memories so keeping in touch is crucial personally as well as professionally. I encourage new students to make the most of what Scotland and the Business School have to offer.”

**Tim Puddy**
MSc International Human Resource Management

**Global - just like our graduates** Students join our School from across the world, establish valuable networks and learn key skills from one another.

**Application**
For more information on application and entry requirements please see back page or visit our website [business-school.ed.ac.uk/msc/international-human-resource-management](http://business-school.ed.ac.uk/msc/international-human-resource-management)

Please note courses are subject to change and correct at time of printing.
Without good management there can be no cohesion, teamwork, direction - or business success. Equally valuable if you're a new-start, and if you're progressing an existing career, our MSc blends classic management techniques with contemporary thinking. It is especially beneficial if you're approaching the course from a non-business background like engineering, sciences, social sciences and the arts.

On this course, ranked in the top 10 in the UK by the Financial Times (2016), an emphasis on practical skills will take you beyond the theory. Via workshops, simulation exercises, teamwork and the application of strategies you’ll find yourself at the heart of real-life management challenges. The result is greatly enhanced employability from an MSc packed with the insight, theories and skills successful management depends on.

Key areas you will develop include effective management in an ever-changing business environment, an awareness of how to analyse and resolve contemporary management problems and the ability to acquire, analyse and validate data.

On graduating from your MSc you will have gained the knowledge and understanding to be able to:

- Demonstrate a general knowledge framework and understanding of key functions in management as applied in practice.
- Obtain through electives in-depth knowledge and understanding in more specific management related areas.
- Identify and appreciate the ethical issues in management decision areas.
- Obtain an understanding of how to undertake qualitative and quantitative research and apply this knowledge in the context of a major independent work (e.g. final dissertation).

Structure and assessment
Following induction and welcome week, you’ll study five core courses in Semester 1. Semester 2 brings the Methods of Research core course and three option courses you’ll select from an extensive, annually updated list. Learning is achieved through lectures, set reading, exercises and case studies and is assessed by formal examination, individual/group assessment and presentations.

Dissertation
Your MSc concludes with a dissertation. This gathers together all of the year’s learning in one personal piece of work. Your dissertation topic is your own choice, but it should reflect your career plans. Previous topics have included: How far does Human Resource Management influence the management of change?; Fair Trade: Improving the livelihood of poor coffee farmers in Ethiopia; Consumer expectation and adoption of online banking in China; Building a sound relationship with customers through loyalty programmes and The impact of job losses on organisational commitment; Implications for HRM.

Career progression
Your MSc is focused on enhancing your employability and last year 89% of our Management graduates gained employment within 3 months of graduating (2014/15). It is highly regarded by leading employers, with graduates securing positions at a variety of firms including well-known names such as KPMG, Ernst & Young and Deloitte. Roles have included Business Development Manager, Operations Analyst and Marketing Officer in areas like project management, auditing, accounting and management consulting.

Valued by employers
An MSc in Management prepares you to make an impact across a variety of businesses and sectors. Past graduate recruiters include:
- AEGON
- Baillie Gifford
- Civil Service
- Ernst & Young
- Goldman Sachs
- LIDL
- Morgan Stanley
- PriceWaterhouseCoopers
- Royal Bank of Scotland
- Standard Life
- UBS

Learning outcomes
The MSc in Management attracts a broad range of guest speakers to the School. Visitors sharing their experiences and expertise with students have in the past included:
- Accenture Global Head of Strategy
- AEGON Head of Strategy
- First ScotRail Managing Director
- Glenmorangie Operations Director
- Lloyds TSB Chief Economist
- Roche Group CEO
- Royal Bank of Scotland Head of HR
- Scottish Development International Operations Director
- Shell General Manager of Oil Market Analysis
- Siemens Chief Financial Officer
- Tesco Chairman
- VisitScotland Head of International Marketing
- Wolfson Microelectronics Co-founder and Non-Executive Director
- KPMG Partner
- Google Program Manager in People Development

Talks have included:
- Sustainability – building businesses that will survive in the long term.
- Caring capitalism – the role of social enterprise in today’s economy.
- Growing a technology company to profitability and exit.
- Management Consultancy – nature and practice.
My MSc delivered on all fronts – it was the complete package

Bastian Albrecht
MSc Management

I came to the MSc directly after graduating with a BA in Politics and Economics from the University of Muenster. The idea of studying an advanced management programme abroad, meeting new people and enjoying new cultures appealed to me. The Masters at Edinburgh delivered on all fronts – it was the complete package.

Coming at the course from a theoretical background, it was extremely valuable to be exposed to practical activities. Across the programme were great opportunities to work on group projects, to develop interpersonal skills – and to meet tight schedules. The course options also allowed for specialisation – I particularly enjoyed the Negotiation option as it was rooted in practice. All fantastic preparation for life after graduation.

One of the best things about the course was its connection with the local economy and local businesses. As part of my dissertation on Strategic Entrepreneurship, I worked alongside a local company to develop a new customer relationship management strategy. I recommend both the course and the Business School. I’ve learned adaptable skills, made friends across the world and now, in my job, I put theory into practice. Beyond these, I recommend the entire Edinburgh and Scotland experience. The country is beautiful and easy to explore, and in the city itself there’s always something going on.

Shortly after graduating, I joined Vodafone in a Project Management role. And although I’m now based in Germany it’s nice to be working with a UK company as it keeps my connection to Scotland alive. My tip to prospective students – the Edinburgh year passes very quickly so make sure you get the most out of it.
MSc in Marketing

Marketing professionals are at the heart of the strategic decisions behind successful products and services. From development through production, pricing, distribution and promotion, these decisions impact both customers’ needs and company bottom line. Making the right calls requires sound knowledge of marketing fundamentals.

This MSc will help you develop a career as a critical, reflective marketer. Tailored to graduates from a general business or management-related discipline, our programme will offer you in-depth marketing expertise. A robust course emphasises the integration of theory and practice with the skills and knowledge employers are looking for. Delivered by a faculty drawn from the School’s vibrant Marketing Group, you will benefit from a variety of multi-sector research activities, findings and debates.

Structure and assessment
Your MSc begins with a comprehensive induction and welcome week. This is followed by the four core courses that make up Semester 1. In Semester 2 you select four option courses from an annually reviewed list. These courses focus on specific areas, allowing you to match your studies to your career goals. Learning is achieved through lectures, set reading and case studies, and assessed using a combination of formal examination, individual/group assessment and presentations.

Dissertation
Your MSc concludes with a dissertation that unites all of the year’s learning in one unique piece of work. Your dissertation subject will typically relate to your interest in an aspect of marketing, an emerging trend or a particular company or sector. Often, topics reflect career plans.

Previous subjects have included: Consumers as supporting actors: a cross-cultural study of film consumption in Brazil and the UK; An examination of mobile apps in the geotargeting of fashion consumers; A study of body image and consumption behaviour in UK fitness centres; To what extent do loyalty schemes generate brand loyalty for retailers?; Ethical consumption in Greece: quantitative insights into attitudes towards fairtrade products; More than a game: the symbolic consumption and identity construction of football fans in the UK and US; A cross-cultural study of the relationship between brand personality and brand equity amongst grey consumers; Beyond the stage: extending the audience experience through social media; The portrayal of women in magazine advertising: a study of German consumers’ attitudes towards female stereotyping; Consumer scepticism towards green marketing in Eastern Europe; An analysis of the international marketing strategies of car manufacturers and Becoming a fan: exploring loyalty development and fan behaviour in minor league baseball.

LEARNING OUTCOMES

On graduating from your MSc in Marketing you will be able to:

• Critically evaluate the key analytical frameworks and tools used in Marketing.
• Apply key Marketing theories, frameworks and tools to solve Marketing problems.
• Utilise information on a firm’s external and internal marketing environment to identify and prioritise appropriate marketing strategies.
• Exercise critical judgement through engagement and reflection with existing marketing literature and new developments in the marketing environment.
• Critically evaluate the Marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings.
• Evaluate and act upon the ethical and environmental concerns linked to Marketing activities.

Career progression
Your MSc in Marketing can lead to varied client or agency positions across marketing, branding, digital and public relations.

Typical graduate roles include: Marketing Manager/Director; Agency Account Coordinator/Executive; Advertising Director; Product/Brand Manager; Product Development Manager; Brand Strategist; Marketing Communications Coordinator; Media Planner; Marketing Data Analyst; Sales Director; Sales Account Manager; Digital/Social Media Marketing Manager and Public Relations Manager.

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I was looking to acquire specific knowledge and skills in my field

**Tony Yamanaka**
MSc in Marketing

The Business School’s world-class reputation brought me from a Marketing Coordinator role in Austin, Texas to Edinburgh. I was looking for a course that would broaden my perspectives and expose me to high-level marketing knowledge, and that’s exactly what I got at Edinburgh. Today, the experiences, skills and learning I gained from my MSc are applied every day in my role as Marketing Strategist.

I’d visited Edinburgh on vacation, so I knew about the cultural offerings, the year-round festival scene and generally what a great location it would be to study in. Before deciding on Edinburgh, I had browsed American universities but with my interest in international marketing it made sense to study overseas. I’m thrilled I did.

From day one I was exposed to a great mix of the theoretical and the practical, visiting speakers and class debates that challenged me and made me justify my views.

Collaboration was a big word in my class, and during group work a mix of nationalities added to our knowledge of teamwork and how different cultures approach varying business challenges. I made some great friends and, thanks to the growing alumni community, I’m in regular contact with classmates. Half a dozen even attended my wedding.

My tip for incoming students? Don’t procrastinate. Use the facilities like the Hub to help you complete your dissertation. Then reward yourself with the Fringe Festival - it’s an amazing experience.
MSc in Marketing and Business Analysis

Marketing professionals are frequently utilising data analysis and predictive modelling to shape key decisions. Increasingly, these activities are being seen in areas including customer profiling, data mining and forecasting. Led by a quantitative approach, our MSc will offer you an in-depth study of the marketing and management science disciplines behind these interventions.

This programme is ideal if you're from a general business or management-related field. It delivers a unique learning experience that will see you exploring the theoretical marketing foundations and business modelling approaches at the heart of marketing decisions.

Reflecting this, core and elective courses are shared equally between marketing and management science, giving you expertise in both areas. Delivered by the School's renowned Marketing faculty, this programme also benefits from the School's Management Science Group whose expertise and experience informs Semester 2's specialist options.

Structure and assessment

Following a comprehensive induction and welcome week you will study four core courses in Semester 1. Enabling you to tailor your MSc, in Semester 2 four option courses are chosen from an extensive, annually reviewed list. Learning is achieved through lectures, case study and computer-based tutorials, group work and set readings. Your work will be assessed using a combination of formal examination, individual/group assessment and presentations.

Dissertation

Your MSc concludes with a dissertation. This brings all of your year’s learning together in one unique piece of work that should reflect your career plans.

Past topics have included: Sales forecasting in the fast-moving consumer goods industry; Good debt - Bad debt: an investigation into the use of credit scoring techniques in assessing default of customers; The use of simulation in business decision-making: insights from manufacturers and retailers; Does measurement matter? An examination of the use of marketing metrics in small and medium-sized businesses; Data mining in the clothes industry: a case study on the harvesting of customer data in a national clothing retailer; To what extent can performance measures improve marketing effectiveness in multinational companies? and Distribution decisions: how can decision trees and resource allocation models assist managers?

Career progression

Your MSc will give you the knowledge and practical skills essential for a range of roles. Examples include: Director of Customer Intelligence; Consumer/Market/Social Researcher; Trend Analyst; Data Insight Analyst; Marketing Campaign Analyst; Data Mining Statistician; Business/Marketing Consultant; Research Director; Credit Analyst; Account Planner; Marketing Communications Manager and Digital Marketing Director.

Valued by employers

Your MSc is highly rated by a broad range of recruiters. Our graduates have gone on to work with organisations including: Commonwealth Bank of Australia - Positive Digital - Sainsbury’s Bank - General Electric - Samsung - Procter & Gamble - Deloitte - Carlton & United Breweries - IMG Media.
Graduate profile

My transferable course skills have helped me stand out

I successfully completed my undergrad programme in Social Policy and Economics at the University of Edinburgh so I was well aware of the sterling reputation of the Business School. This, and my love for the city, made applying to the Business School an easy decision.

The main reason I chose to continue my education was to gain a competitive edge in the job market. I was looking to acquire specific knowledge and skills in my field as I was sure these would help me stand out as a candidate.

The programme equipped me with the skills and confidence needed to kick off my career. Team projects involved knowledge discovery and challenging deadlines that compelled groups to quickly bond, brainstorm, innovate and deliver. I loved the opportunity to work with a broad range of nationalities and that exposed me to so many different directions and ideas.

What really stood out for me was the frequent talks from outside speakers who were genuinely leaders in their respective fields. I found these very inspiring and enjoyed both the different topics they covered and the unique presentation styles each guest brought.

Post-Masters I joined a young, innovative start-up in the digital media marketplace called The Exchange Lab. After one year with this fast-growing company I was promoted to Team Lead, Trading and relocated to the Toronto office. Although programmatic trading is specialised, the projects, speakers and course content at the Business School has helped me stand out. I do rely on the transferable course skills – areas like spreadsheet modelling and agency-client relationships are a big part of my role.

To incoming students I would say that the course is intense but incredibly rewarding. Keep on top of your reading and dissertation, find time to enjoy the beautiful city – and don’t miss the Beltane Fire Festival.

Lissie Green
MSc Marketing and Business Analysis

“I was looking to acquire specific knowledge and skills in my field”
Are you ready for the challenge?

Finding out more
We encourage you to attend one of our 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 regular Live Forums or indeed by meeting some of our staff and alumni at various Masters Fairs taking place globally. Details of forthcoming events and opportunities are posted on our website. We can also arrange one-to-one sessions with our Student Recruitment Manager or Programme Directors.

Educational and professional experience

Entry requirements
The entry requirement is normally a UK first or 2:1 Honours degree from a University. Our website clarifies international equivalents to the desired UK 2:1/1st Honours degree. Individual programmes may have slightly different requirements so please visit our website for up-to-date information.

Professional experience requirement
Work experience is not required, although relevant experience may increase your chances of acceptance. Conditional offers can be made whilst you wait for a final degree result/language score result.

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

- Internet based Test of English as a Foreign language (TOEFL) – Overall score of 100 or above (with a score of at least 20 in each section).
- International English Language Testing System (IELTS): Overall score of 7.0 or above (with a score of at least 6.0 in each section)
- Cambridge Certificate of Proficiency in English (CPE): 185 (at least 169 in each module)
- Cambridge Certificate in Advanced English (CAE): 185 (at least 169 in each module)
- Pearson Test of English (PTE): Overall score of 67 or above (with a score of at least 56 in each section)
- Trinity Integrated Skills in English (ISE): ISE III (with a pass in all four components)

Please visit our website for full details.
www.business-school.ed.ac.uk
How to apply
We ask all candidates to complete an online application and a personal statement which should indicate your reasons for applying to the programme. For full details about the application process and deadlines please visit our website. This will also give you the most up-to-date information about requirements. We recommend submitting your application by June in order to allow plenty of time to organise your move to Edinburgh especially if you require a visa. To apply online please visit the specific programme pages at www.business-school.ed.ac.uk

Fees
Fees for entry are listed on our website under each individual Masters programme.

Scholarships
We offer a range of generous scholarships. Please visit our website for details.

Get in touch
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*All content correct at time of print but subject to change – October 2016