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Welcome to the Edinburgh MBA

An inspiring and unique programme for a new generation of strategic leaders. The Edinburgh MBA, ranked in the top 100 (FT 2018), is delivered not only by a world-renowned University ranked 20th globally (QS World University Rankings 2020) but also by a Business School that holds triple accreditation with AACSB, EQUIS, and AMBA.

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

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

You will be both ambitious to succeed in this challenging environment and keen to develop those skills necessary for success. We will prepare you to progress with confidence into leadership roles in this new world.

Key to this will be building and growing your leadership capabilities in particular through the professional development component of the MBA programme. Our MBA programme has Strategic Leadership as a key theme that runs throughout the programme as we recognise the importance of this skill to managers and organisations across the globe. Strategic Leadership brings together the two key skill sets high performing managers possess: the ability to develop effective strategy as well as manage teams in such a way that it helps them to implement the strategy and ultimately achieve the organisational goals.

On our MBA, we will deepen your understanding of how businesses and markets work, how value is created through innovation and marketing, how strategies are crafted, how businesses are financed, how performance is measured, how value is delivered efficiently and effectively, and how organisations should be governed, managed and led through change. We will also explore the challenges of internationalisation and doing business with emerging economies.

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

Successful leadership also requires accomplished interpersonal skills to bring about change in organisations. Through coaching and skills training, we will work with you to understand your capability and potential and provide support for improvement. And you won’t be doing all this alone! You will study in the company of peers from around the world, developing new skills in a supportive, friendly and encouraging environment.

We look forward to welcoming you onto our MBA.
Our programme enhances your career potential by giving you a clear focus on the role of the highly sought strategic leader in today’s ever more volatile and uncertain world. Integrated professional development and a personal coaching programme combine into a boutique experience, with cohorts big enough for a diverse student body and personal enough for 1:1 attention.

THE THREE PILLARS OF OUR MBA

STRATEGIC LEADERSHIP
Learn the management power of Strategic Leadership
- Expand your strategic horizon to encompass the nature and complexity of global challenges facing businesses.
- Use innovative strategic thinking to chart a successful course in a rapidly changing environment.
- Develop your strategic leadership skills to manage key functions associated with finance, accounting, strategic marketing, organisation and operations.
- Master the intricacies of international markets and economies.
- Embrace the responsibility of being a good steward of financial, social and natural capital.

PROFESSIONAL DEVELOPMENT
Enhance your future employability through Professional Development
- Take ownership of your own personal skills development and help to ‘future-proof’ your career in a challenging and competitive global job market.
- Experience the power of one-to-one career coaching to help you develop your personal job-search strategy.
- Develop your professional narrative and learn how social media and your online presence can extend your professional reach.
- Develop advanced communication, influencing and interpersonal skills for more effective professional interactions.
- Study the habits of success taught by business leaders and recognised industry experts who share their experience as guest speakers on the programme.

PERSONALLY CONNECTED
Get personalised attention through our MBA Experience
- Develop deep, life-long professional and personal networks in a cohort with constant interaction.
- Prepare for a global workplace with sensitivity to and appreciation of different cultures.
- Meet faculty and staff who know and care about your individual professional goals.
- Do away with a one-size-fits-all model, and join a tight-knit family of ambitious professionals.
Our MBA attracts a diverse community of participants from a wide range of industry sectors and many different nationalities. This diversity enables the coming together of different ideas, life experiences and cultural imperatives that ensure your time with us is dynamic and insightful.
3rd globally for female students according to the FT MBA rankings 2019
24th for career progress in the FT MBA rankings 2019
34% of MBA Alumni are directors or MDs

Female 55%
Male 45%

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

MEET THE
TRANSFORMATIONAL
EDINBURGH MBA

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

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

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

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

World-class faculty
Our faculty members are gifted teachers and researchers who have dedicated themselves to working closely with students both in and out of the classroom. The School has more than 100 academic staff members representing 37 nationalities. Our faculty members challenge their students, share insights gained through professional experience and communicate the knowledge they’ve spent a lifetime acquiring.

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

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

It’s on these projects where valuable contacts are made, experience is extended and, as projects are debated back in the classroom, learning ignites.

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

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

Students on our MBA programme who are not doing the international exchange have the opportunity to undertake the International Business in Context (overseas) option course. In 2018/19 students undertook a ten-day trip to Colombia.
At the heart of our approach to teaching and learning is a robust engagement with business and professional bodies. These relationships ensure our programme keeps pace with change, delivers learning from authentic business challenges and helps build powerful new networks and connections.

**ENGAGED WITH BUSINESS**

### with start-ups and spin-outs

At the very start of the programme we launch the marketing innovation challenge. Students are teamed up with SMEs or start-up companies to explore marketing challenges. Students engage in research and interviews with the client company and also its customers and prospects. After 10 weeks they deliver a consultancy report detailing their recommendations for strategic marketing. In the past, our students have worked with companies such as FWB Park Brown, BrewLab, House of Elrick Gin, Camera Obscura, Adventure Pass, Broughton Ales, Breadshare, Fathers Network Scotland, and Pufferfish.

### with consultancy clients

Both the Strategic Leadership course and the optional Consultancy Project offer the opportunity to work in small teams for real commercial clients. Meanwhile the Capstone Project allows for independent consultancy projects.

In the past our students have worked with companies such as Capco, Royal Bank of Scotland, Homeless World Cup, Amazon, Scott & Fyffe, Medtronic, Astellas (Russia), Costain, Edinburgh Airport and Buccleuch Estates.

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

### Entrepreneur Club

The School's E-Club unites students, alumni, researchers, faculty, business owners and investors. All share a goal of fostering the entrepreneurial spirit. Our MBA participants are invited to join, attend workshops and engage with speakers from new venture start-ups and spin-outs to angel investors.

### International Business in Context

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

In 2018/2019, as a result of the Business School’s international connections, a number of students went to Colombia. Colombia has in recent years become known as the new powerhouse of Latin America. Visiting Colombia was therefore a great opportunity for students to learn about what businesses were doing that are leading to positive results.

Students on this course have in the past visited businesses in Bogota such as Postobon (the largest soft drink manufacturer in the country) and Nutresa (incorporating a visit to a coffee factory). They have visited entrepreneurs of tomorrow at Ruta N in Medellin, a well known business incubator, and Metro de Medellin (the rail transport system that connects some of the poorest communities in the country to key employment hubs). Students have then presented their project findings to the client at the end of the week’s trip.
Our Guest Speakers

Engaging with the Best in the Business

Students are given the chance to learn from and engage with a number of corporate guest speakers via our Business School and University wide events as well as via programme specific lectures. In addition, this gives students the opportunity to make contact with future potential employers. Below are just a handful of the names we have welcomed in the past:

- Alastair Darling
  MP and former Chancellor of the Exchequer

- Angus Cockburn
  CFO, Serco

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

- Bill MacDonald
  MD Scotland, Accentur

- Birna Einarsdöttir
  Chief Executive Officer, Íslandsbanki

- Dominic Barton
  Global MD, McKinsey & Company

- Donald MacRae
  Chief Economist, Lloyds Banking Group

- Gareth Williams
  Chairperson & Co-Founder, Skyscanner

- Guy Jubb
  Honorary Professor, formerly Global Head of Governance & Stewardship at Standard Life Investments

- Iain Duffy
  Deputy Agent, Bank of England

- Ian Marchant
  Honorary Professor, Chair Thames Water

- Ian Morley
  Group Sales Director, Northern Europe, Proctor & Gamble

- Ian Stevens
  CEO, BioFilm Ltd

- Ian Walker
  Corporate Citizenship Director, Johnson & Johnson

- Judy Wagner
  Director, FWB Park Brown

- Lord Karan Bilimoria
  Founder and Chairman, Cobra Beer

- Lesley Fordyce
  Managing Director, Anderson Anderson & Brown Consulting Ltd

- Rob Woodward
  Former CEO, STV Group Plc (Scotland)

- Ruth Chandler
  Chief People Officer, Skyscanner

- Steve Bateman
  Relationship Director & Head of Oxford Corporate Banking Team, Santander UK Plc

- Susanna Freedman
  Brand Consultant, Brand Insiders

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

**THE SKILLS AND SUPPORT TO MAKE YOUR NEXT MOVE**

**Professional Development Programme**

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

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

Informed by regular, direct engagement with employers, our PD programme is designed to help you enhance your leadership and professional competence, as well as developing strong employability potential. The course focuses on building skills and confidence in areas including: presentation and advanced communications, influencing and negotiating, effective team working, emotional intelligence and resilience. In addition, our career development workshops cover topics such as job search strategies, networking, personal branding, CV and cover letters and interview preparation.

Our programme helps to focus our students on taking accountability for enhancing their own employability prospects within an increasingly competitive global job market. Tailored careers guidance is also offered at an individual level throughout the MBA.

Our aim is to provide the support that will empower you to take ownership of your own future career development.

**Coaching**

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

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

**Career Development Services**

- Recruiter/employer sector-specific presentations and guest speaker events – an excellent way to develop your own networks.
- A broad portfolio of online resources including complimentary access to MBA-specific job platforms, webinars and development tools to help you identify the best career opportunities and prepare for those all-important interviews.
- Access to the University’s central careers service.
- Alumni connections: access to a powerful and warm network of nearly 16,000 alumni world wide. Adding to our scope, reach and resources, our alumni offer invaluable connections to companies on a global basis.

**Business Engagement Treks**

We also organise offsite industry visits to help students connect to and learn from a range of diverse organisations (including for example – Amazon, RBS, the National Health Service and a range of start-ups) across sectors and geographic locations.

Proud to champion and promote the proven benefits of a diverse and inclusive business culture, we also host an annual Women in Leadership Trek to London. This is a 2 day student-led event in London offering participants the opportunity to hear from panels, keynote speakers and participate in workshops led by inspirational business leaders who have achieved significant success in their careers.
Amanda Singelton, MBA Executive Development Manager (David P Scott).
The success of our MBA programme is reflected in the career destinations of our graduates. Hugely respected by global employers, this programme provides the perfect learning experience with access to world-class academics and are underpinned by real world insights.

**EMPLOYMENT DISTRIBUTION BY FUNCTION**

<table>
<thead>
<tr>
<th>Position</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Analyst</td>
<td>3%</td>
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<tr>
<td>Business Development</td>
<td>3%</td>
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<tr>
<td>Chief Executive</td>
<td>3%</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>3%</td>
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<tr>
<td>Consultant</td>
<td>12%</td>
</tr>
<tr>
<td>Director</td>
<td>9%</td>
</tr>
<tr>
<td>Finance (including Management Consultancy)</td>
<td>6%</td>
</tr>
<tr>
<td>Founder / Own Company</td>
<td>9%</td>
</tr>
<tr>
<td>Manager</td>
<td>25%</td>
</tr>
<tr>
<td>Marketer</td>
<td>12%</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>3%</td>
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<tr>
<td>Other</td>
<td>12%</td>
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**EMPLOYMENT DISTRIBUTION BY MARKET SECTOR**

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<th>Sector</th>
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<tbody>
<tr>
<td>Accountancy &amp; Professional Services</td>
<td>6%</td>
</tr>
<tr>
<td>Banking / Finance / Insurance</td>
<td>3%</td>
</tr>
<tr>
<td>Consultancy</td>
<td>9%</td>
</tr>
<tr>
<td>E-commerce</td>
<td>3%</td>
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<tr>
<td>Energy / Utilities</td>
<td>3%</td>
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<tr>
<td>Financial Advisors &amp; Financial Services</td>
<td>3%</td>
</tr>
<tr>
<td>Food / Drink / Tobacco</td>
<td>9%</td>
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<tr>
<td>Fund / Asset / Investment</td>
<td>3%</td>
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<tr>
<td>Healthcare / Life Sciences</td>
<td>3%</td>
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<tr>
<td>IT / Telecoms / Electronics</td>
<td>3%</td>
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<tr>
<td>Manufacturing</td>
<td>3%</td>
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<tr>
<td>Oil, Mining &amp; Extractive Industries</td>
<td>6%</td>
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<tr>
<td>Property Development / Surveying</td>
<td>6%</td>
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<tr>
<td>Retail</td>
<td>3%</td>
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<tr>
<td>Software Development / Consultancy</td>
<td>6%</td>
</tr>
<tr>
<td>Transport/Storage/Logistics</td>
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<tr>
<td>Other</td>
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Career Destinations

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Description</th>
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<tbody>
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<td>Airt</td>
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<tr>
<td>Anheuser Busch InBe</td>
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<tr>
<td>Cuirass Consulting</td>
<td></td>
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<tr>
<td>District</td>
<td></td>
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<tr>
<td>Fidelity International</td>
<td></td>
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<tr>
<td>For All Seasons Inc</td>
<td></td>
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<tr>
<td>Gate to the Games</td>
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<tr>
<td>Hartington Property Services Ltd</td>
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<tr>
<td>IE University in Madrid</td>
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<tr>
<td>Khazanah Nasional Berhad</td>
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<tr>
<td>Microsoft</td>
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<tr>
<td>Myeloma</td>
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<tr>
<td>Pernod Ricard</td>
<td></td>
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<tr>
<td>Suburbia Mexico</td>
<td></td>
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<tr>
<td>The Leith Agency</td>
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<tr>
<td>Toronto Central Local Health Integration Network</td>
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</tbody>
</table>

* Above list of career destinations are from surveys conducted amongst MBA graduates from 2017.

The Edinburgh MBA provided me the opportunity to learn about critical issues from different and diverse perspectives. My class had representation from several countries, sectors, cultures and genders, which gave me greater awareness, diversity of thought and an integral global network, which has assisted me in growing both professionally and personally.

The professional development component on the MBA programme allowed me to refine the soft skills needed to be much more effective both personally and professionally. The team really invested in us and provided personalized advice, which significantly aided my growth.

MBA graduates must have a solid understanding of emerging technologies, social media, cyber security and emerging trends to be relevant and provide value to employers and clients. Understanding how to navigate through the digital wave, which is constantly evolving, has been essential for me in being competitive.

The year was full of memorable moments: I got to apply my marketing skills to help grow a local Yoga studio, participate in an executive team-building retreat, complete an exchange in China and engage with amazing leaders. However, my favourite memory was having the chance to meet former UK Prime Minister the Rt. Honourable Gordon Brown. He is a graduate from the University of Edinburgh and frequently visits the campus. It was an incredible experience learning about his decision-making process for some of his toughest decisions and how he strategically went about his mandate. The fact that I could meet and talk with a former UK Prime Minister was definitely a highlight.

The University of Edinburgh situated in a historic city with a geographical placement that allows for easy travel to and from other countries around the world, means it attracts students and lectures from all over the world. This in turn creates opportunities to network and learn from a unique and diverse group of leaders from different sectors, both in and outside the classroom. Edinburgh is rich in history, knowledge and culture, where you will receive a world-class education with invaluable experience, which will benefit not just your professional career but also your personal growth.
The Edinburgh MBA

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

**Programme Structure**

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Semester 2A</th>
<th>Semester 2B</th>
<th>Capstone Project</th>
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</thead>
<tbody>
<tr>
<td><strong>Context and Core Business Disciplines</strong></td>
<td><strong>Integration and Specialisation</strong></td>
<td><strong>Specialisation</strong></td>
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</tr>
<tr>
<td>Welcome Week</td>
<td>Strategic Leadership</td>
<td>Select 2 from:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Development Programme</td>
<td>International Business in Context (overseas)</td>
<td></td>
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<tr>
<td></td>
<td>Understanding Economies</td>
<td>Digital Strategy</td>
<td></td>
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<tr>
<td></td>
<td>Strategic Marketing</td>
<td>Project Management</td>
<td></td>
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<tr>
<td></td>
<td>Accounting</td>
<td>Innovation Management and Design Thinking</td>
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<tr>
<td></td>
<td>Finance</td>
<td>Financial Aspects of M&amp;A</td>
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<tr>
<td></td>
<td>Organising for Effectiveness</td>
<td>Consultancy Project</td>
<td></td>
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<tr>
<td></td>
<td>Quantitative Methods and Tools</td>
<td>Business Strategy for Environmentally Suitable Futures</td>
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<tr>
<td></td>
<td></td>
<td>Managing Stakeholder Communications</td>
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</tr>
</tbody>
</table>

**Core Courses**

- **Strategic Leadership**
  - Learn to think and act strategically to manage risk and spot and seize business opportunities in volatile environments.
  - The course will help you to become more creative in your strategic planning by increasing your ability to develop creative new business models and strategies to compete effectively and sustain long-term performance.
  - Furthermore, this course will also cover how entrepreneurial behaviour can be integrated into corporate management to the benefit of both large organisations and start-ups.

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

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

**Option Courses**

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

- **Accounting**
  - Enhance your understanding of financial statements and accounts and how to critically assess and report on the performance of companies.

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

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

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

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

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

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

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

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

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

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

**Governing Decision-Making Through Data Visualizations**
This course will provide a critical understanding of data visualizations (e.g. dashboards) to equip managers with practical tools to govern ambiguity, complexity and the management of unknown-knowns in decision-making processes.

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

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

**International Business in Context**
This ten-day overseas study trip explores business issues in a specific developing market context. The course explores how ‘context’ impacts on leadership, innovation and international trade. In 2018/19 our destination was Colombia.

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

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

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

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

**Consultancy Project**
The course critically examines the role, importance, principles and tools of management consultancy and, through a team-based applied project with an external client, provides an opportunity to practice and enhance the skills required for effective project delivery and professional client engagement.

**Business Strategy for Environmentally Suitable Futures**
This course challenges students to think about climate change in the context of businesses’ current and future decision-making.

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

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**Specialising**
Our MBA offers a wide range of option courses to enable you to customise your learning. Some past students have chosen to select option courses in the areas of Finance, Strategy, or Entrepreneurship and Innovation. The ability to specialise is a further step to personalising your experience, giving you the opportunity to dive deeper into a given topic that has relevance for your career, sector, or interests. Specialising can be an effective way of demonstrating expertise to future employers.
The Edinburgh MBA with International Exchange

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

PROGRAMME STRUCTURE

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

SEMESTER 1
CONTEX AND CORE BUSINESS DISCIPLINES
- Welcome Week
- Strategic Leadership (incorporating Global Challenges for Business)
- Professional Development Programme
- Understanding Economies
- Strategic Marketing
- Accounting
- Finance
- Organising for Effectiveness
- Quantitative Methods and Tools

SEMESTER 2A
INTEGRATION
- Operations Improvement
- Research Methods for the Capstone Project
- Strategic Human Resource Management

SEMESTER 2B
INTERNATIONAL EXCHANGE
- Select 1 from the below:
  - New Venture Creation and the Entrepreneurial Process
  - Financial Analysis
  - Economics of Strategy
  - Governing Decision Making for Data Visualisation
  - Global Strategy
  - Negotiations
- Completion of a 10-14 week study period with one of our 11 University Exchange Partners

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

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

CORE COURSES

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

The course will help you to become more creative in your strategic planning by increasing your ability to develop creative new business models and strategies to compete effectively and sustain long-term performance.

Furthermore this course will also cover how entrepreneurial behaviour can be integrated into corporate management to the benefit of both large organisations and start-ups.

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

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

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

Accounting
Enhance your understanding of financial statements and accounts and how to critically assess and report on the performance of companies.
**CORE COURSES** (continued)

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

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

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

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

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

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

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

**OPTION COURSES**

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

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

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

**Governing Decision-Making Through Data Visualizations**
This course will provide a critical understanding of data visualizations (e.g. dashboards) to equip managers with practical tools to govern ambiguity, complexity and the management of unknown-unknowns in decision-making processes.

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

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

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**INTERNATIONAL EXCHANGE**

Our Exchange Partners*
- Aalto University Executive Education (Finland)
- EADA (Spain)
- ESSEC Business School (France)
- IPADE Business School (México)
- Macquarie Graduate School of Management (Australia)
- McCombs School of Business (USA)
- Schulich School of Business (Canada)
- Peking University Guanghua School of Management (China)

* List is subject to change. Please visit our website for the most up to date list.

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As part of the 12-month MBA with an international exchange programme students are given the opportunity to benefit from the Business School’s international network of partner Schools thereby enhancing your experience and widening your alumni network.
Jess Webb
Executive Officer, Indigenous Land and Sea Corporation

The MBA helped me move beyond my technical background in Marketing & Communications and provided me with a suite of wider skills, which led to opportunities I never imagined would have been available without the qualification. I approached for various roles in companies, which I do not think, would have come my way without the MBA experience.

The Edinburgh MBA is the perfect blend of career development and lifestyle. Living life in Scotland for a short while and taking advantage of all that’s on your doorstep in terms of work experience, as well as travel, was really unique coming from Australia. I loved living in Edinburgh – a global city rich in history but still affordable and small enough to walk across town, with the University at the heart of the city.

I really enjoyed honing my financial knowledge because this is a fundamental step in building your capability in management, no matter the sector or industry. Walking away more comfortable with that aspect of business has been valuable to me. Additionally, the program places a lot of emphasis on developing the ‘softer’ leadership skills like emotional intelligence, active listening and influencing, which are all critical components of good leadership.

Meeting my business ‘hero’ on the Women in Leadership Trek in London which eventuated in a summer internship and capstone project in her company – then a job offer to work for her – still pinching myself that it even happened!

Undertaking the MBA was like drinking from a firehose – with so much content and so many opportunities it can be hard to fit them all into 12 short months!

The University of Edinburgh has a strong global brand and the city itself is full of character, so if you’re lucky enough to take the time out from your life and job to do a full-time MBA, then the Edinburgh MBA will provide you with a wonderful blend of experiences you’ll look back and cherish.

Erin Bembe
Senior Finance Analyst, Johnson & Johnson

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

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

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

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

The programme is quite rigorous and the city can be a huge distraction, so it’s essential to find the right balance between studying and enjoying all that Edinburgh has to offer. Make sure to take advantage of all the opportunities the school provides for development outside of the classroom – the multiple clubs, volunteering opportunities, projects, guest lecturers, and career.
Some International Students on Castle Hill in the Old Town, Edinburgh.

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

INCISIVE KNOWLEDGE. PRACTICAL EXPERTISE.

ACADEMIC FACULTY TEACHING ON OUR MBA

Dr Caroline Marchant
Managing Stakeholder Communications Course
Caroline has previously worked in Financial Services and as a Marketing Consultant advising on marketing strategy and planning in a range of sectors from charities, tourism, education, the arts as well as financial services. Her main research interests include the impact on communication technologies on consumption practices, as well as financial socialisation.

Professor David Marshall
Strategic Marketing Course
A Professor of Marketing and Consumer Behaviour with special interest in food industry, health issues and change, marketing to children, consumption and music. David's most recent research include for example: ‘Imag(e)ining’ commensality through the selfie: weekday family meals and practices which he presented at the Child and Teen Consumption Conference 2018.

Professor Jo Danbolt
Financial Aspects of Mergers and Acquisitions Course
Jo holds the Baillie Gifford Chair in Financial Markets. He specialises in mergers and acquisitions as well as international corporate finance.

Jo Young
New Venture Creation and the Entrepreneurial Approach Course
Jo was previously the manager of the Entrepreneurs Club, connecting students with entrepreneurial networks, contacts and opportunities in the city. She is now an entrepreneur, running her own business - the Scientific Editing Company.

Julian Rawel
Strategic Leadership
Julian is our MBA Programmes Director. Julian’s career has centred on marketing (Board member and Fellow of the CIM), strategy and great customer service. He was part of the team that built and floated tour operator Eurocamp; marketing director at The Royal Armouries Museum; global business school teacher and consultant.

Professor Jonathan Crook
Understanding Economies Course
Jonathan is both Deputy Dean of the School and the Director of Research. He is also co-founder of the globally leading Credit-Scoring Conference. His specialisms include the economics of acquisitions and mergers, the economics of the consumer credit industry, credit scoring and credit control.

Dr Kathi Kaesehage
Business Strategy for Environmentally Suitable Futures Course
Kathi is a Lecturer in Climate Change and Business Strategy. Through her highly interdisciplinary research, she directly supports the Centre for Business and Climate Change, where she explores the role of climate change for business strategies.

Professor Nick Oliver
Organising for Effectiveness Course
A Professor of Management, Nick’s specialisms are Organisational Behaviour and Operations Management. His research mainly focuses on the characteristics of high-performing organisations and is a Harvard Business Review published author.

Professor Paolo Quattrone
Governing Decision-Making Through Data Visualisations Course
Paolo holds the Chair in Accounting Governance and Social Innovation and is a member of the Advisory Group on the Future of Corporate Reporting at the Financial Reporting Council. He has published widely on the interface between management control and information technologies (especially ERPs).
ACADEMIC FACULTY TEACHING ON OUR MBA

(continued)

Dr Ronan Gallagher
Finance Course
Ronan is a CFA charterholder and has industrial experience in Corporate Finance and Taxation at PricewaterhouseCoopers LLP. He has consulted in the area of pension risk analysis for the UK media regulator, Ofcom. His primary research interests are in empirical corporate finance, empirical asset pricing and the finance of professional sport.

Tom Brown
Financial Analysis Course
With previous experience in production management and professional accounting, Tom is a Lecturer in Accounting. Tom teaches accounting and specialises in financial statement analysis, accounting history, auditing, and public sector information system development.

Dr Tong Wang
Economics of Strategy Course
A lecturer in Business Economics, Tong specialises in Internet Economics, Regulation and Competition Policy, Risk Sharing and Assortative Matching, Contract Theory, as well as Fintech, Blockchain and Cryptocurrencies.
Faculty Spotlight

Professor Susan Murphy
Strategic Leadership

Today’s leaders must anticipate changes in rapid paced, global environments. In order to do this leaders need to develop a strategic mindset – something that Susan has great insight in. Professor Susan Elaine Murphy holds the Chair in Leadership Development and is co-founder of the Executive Women’s Leadership Programme (220 women attendees to date across Scotland).

Her current research examines leadership requirements, effectiveness, and development across different contexts and organisational levels and identifies ways in which organisations encourage the “leadership development mindset”. She was formerly Director of the School of Strategic Leadership Studies at James Madison University and Professor of Leadership Studies, and Associate Director Henry R. Kravis Leadership Institute. She has published over 40 articles and book chapters on leadership, leadership development, and mentoring.

In addition to her academic work, Susan has worked with close to 100 companies in various management consultancy engagements helping solve issues of strategy and leadership development and change. These include many organisations in the public and private section in the UK and abroad including Cairn Energy, Maersk, CYBG, U.S. Department of Energy, Toyota, and CALA Homes.

Professor John Amis
Leading Strategic Change

A key aspect of leadership in any organisation is the ability to design and implement strategic change initiatives. John is Chair in Strategic Management and Organisation and specialises in organisational and institutional change. John teaches on our MBA programme and students can benefit from his vast experience and research. Over the years John has carried out numerous consulting assignments, sponsored research projects, and Executive Leadership Development programmes with various organisations, including Scottish Enterprise, National Trust for Scotland, CALA Homes, and Fortune 500 US companies such as FedEx and AutoZone.

In addition to three books, John has authored over 70 journal articles and book chapters.
On joining the Edinburgh MBA you immediately become part of a global network of Edinburgh students - present and past. This includes a network of nearly 16,000 alumni worldwide who occupy senior positions in many countries around the world and offer a valuable network of contacts.
Triple accreditation from AACSB, EQUIS and AMBA, underscores the quality of everything we do and has been awarded by the three most influential business accreditation bodies. Our accreditation is testament to our inspirational teaching, game-changing research and diverse engagement with global business.

A TRIPLE ACCREDITED BUSINESS SCHOOL

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

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

Committed to corporate engagement

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

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

Insightful research

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

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

An international impact

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

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

Equipped for ambition

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

Located in the centre of the University campus, the School features a number of lecture theatres, MBA suite, communal spaces, a café and The Hub - an extensive library space offering essential databases, journals and leading financial information services. MBA students enjoy full access to Eikon, Datastream, Bloomberg, S & P Capital IQ, Thomson ONE, Fame, CRSP (Centre for Research in Security Prices) and Compustat.

A dedicated MBA team is in place to help you through your studies.

Writing the future since 1919

One hundred years ago our first business graduate Margaret Stevenson Miller walked through our doors. Her unique story shares the same spirit, determination, and business impact of those that followed her.

Read their stories at: business-school.ed.ac.uk/writingthefuture
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 40,000 students from across the globe who have chosen to study at Edinburgh.

A WORLD CLASS CHOICE

A centre of excellence for teaching, research and innovation
Whether pursuing a degree, a Masters, MBA or PhD, our students are exposed to challenging ideas and inspired thinking. Ranked 20th in the 2020 QS World University Rankings, Edinburgh is home to some of the most influential academics in their fields.

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

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

This continued focus on meaningful collaborations with public and private sector organisations is key to future plans, both in terms of teaching and research, but also facilities at the University.

One key future development at the University is the conversion of the Old Royal Infirmary into the home of the Edinburgh Futures Institute. The aim of the Institute is to tackle big challenges by bringing together people from different backgrounds and disciplines, both internally and externally, that can help spark new ideas and connections and ultimately lead to change either locally or globally.

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

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

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

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

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

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

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

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

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

Scientists, Politicians, Writers, Philosophers, Athletes, Innovators, Astronauts. All have found inspiration at Edinburgh.

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
Making an Application

ARE YOU READY FOR THE CHALLENGE?

Finding out more
We encourage you to attend our Open Day 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 by meeting some of our staff and Alumni at various MBA Fairs taking place globally. Details of forthcoming events and opportunities are posted on our website. We can also arrange one-to-one sessions in person or via Skype with our MBA Relationship Manager.

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

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

Minimum Academic Requirement
You will need a UK first-class or 2:1 honours degree in any subject, or an equivalent overseas qualification.

Exemptions
If you do not meet the minimum academic requirement, you may still be considered if:

- you have professional qualifications with substantial work experience; or
- you do not hold a degree or professional qualifications but you have a very strong employment record demonstrating a high degree of responsibility.

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

English language
You will be required to demonstrate your English language proficiency. It is important that your competency of English is at a level that will enable you to succeed in your studies, regardless of your nationality or country of residence.

Full details of the entry requirements can be found on:
business-school.ed.ac.uk