

# THE EDINBURGH MBA

2022/23



MAKE IT  
EDINBURGH



UNIVERSITY OF EDINBURGH  
Business School

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

# WELCOME

## TO THE EDINBURGH MBA

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An inspiring and unique programme for a new generation of strategic leaders. The Edinburgh MBA is delivered not only by a world-renowned University ranked 16th globally (QS World University Rankings 2022) but also by a Business School that holds triple accreditation with AACSB, EQUIS, and AMBA.



**Julian Rawel**  
Director of MBA  
Programmes

*Julian Rawel*

The Covid-19 pandemic delivered a case study in crisis management, one that will be studied for decades to come. Thankfully, our students were already studying the nature of leadership in volatile environments. Even before Covid, they understood that good management isn't just about steering organisations through calm waters, it's about managing risk and seizing opportunities in uncertain times.

Confident leaders, whether in the private, public (government), or not-for-profit sectors, must think and act strategically, deftly, and responsibly, skills at the heart of our programme, skills which are in demand now more than ever.

Strategic Leadership is a theme which runs throughout the programme. It is key to developing fit-for-purpose leadership skills. We will help you develop your ability to expand your horizons, see further than the obvious competition, and appreciate the strategic importance of collaboration. No one could have predicted the size and impact of the pandemic. But our students know that looking well beyond the horizon can help them respond more quickly to inevitable change.

A further key theme is that of developing the soft skills, so important in helping senior managers guide, support, and influence their teams. The Professional Development aspect of our programme will help provide these. Whether you're the founder of a company, a divisional manager in a multi-national, or a key player in a not-for-profit, the people around you need to have confidence in your ability to achieve the strategic and challenging goals you've set before them. Our faculty, their instruction, the experience of your classmates - all will inform your understanding of best practices in contemporary management.

The size of our programme will also contribute to your leadership ambitions. Our cohort is sufficiently large and diverse to include a wide range of sectors, nationalities, and management roles, yet intimate enough to allow everyone to make a meaningful in-class contribution. You'll get to know every one of your fellow students. And, from faculty to administrators, we'll get to know you as well. From one-to-one coaching, personalised career support, and intimate networking opportunities, you will benefit from being part of an elite group of like-minded individuals, each keen to become the best of stewards of their organisations and communities.

These are our Three Pillars: Strategic Leadership, Professional Development, and a Personalised Approach.

The journey will be inspiring, challenging, and, occasionally, a bit overwhelming. But remember that you don't undertake a journey like 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.

## The Three Pillars

Our programme enhances your career potential by giving you a clear focus on the role of the highly sought after strategic leader in today's ever more volatile and uncertain world. Integrated professional development and a personal coaching programme combine into a student-focused 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.
- Use innovative strategic thinking to chart a successful course in a rapidly changing and uncertain environment.
- Develop your strategic leadership skills to manage key functions associated with finance, accounting, strategic marketing, human resources 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 confidence and employability through our Professional Development course which incorporates:

### Professional Development

- Study the habits of success taught by business leaders and industry experts who share their experience in the classroom.
- Work with leading-edge diagnostic tools.
- Engage in one-to-one feedback sessions to build self-awareness and confidence.
- Develop your professional narrative and enhance your personal brand.
- Learn advanced communication, influencing, and interpersonal skills for more effective professional interactions.

### Career Development

- Recruiter/employer sector-specific presentations and guest speaker events.
- MBA-specific job platforms.
- Skills workshops.
- Alumni connections.

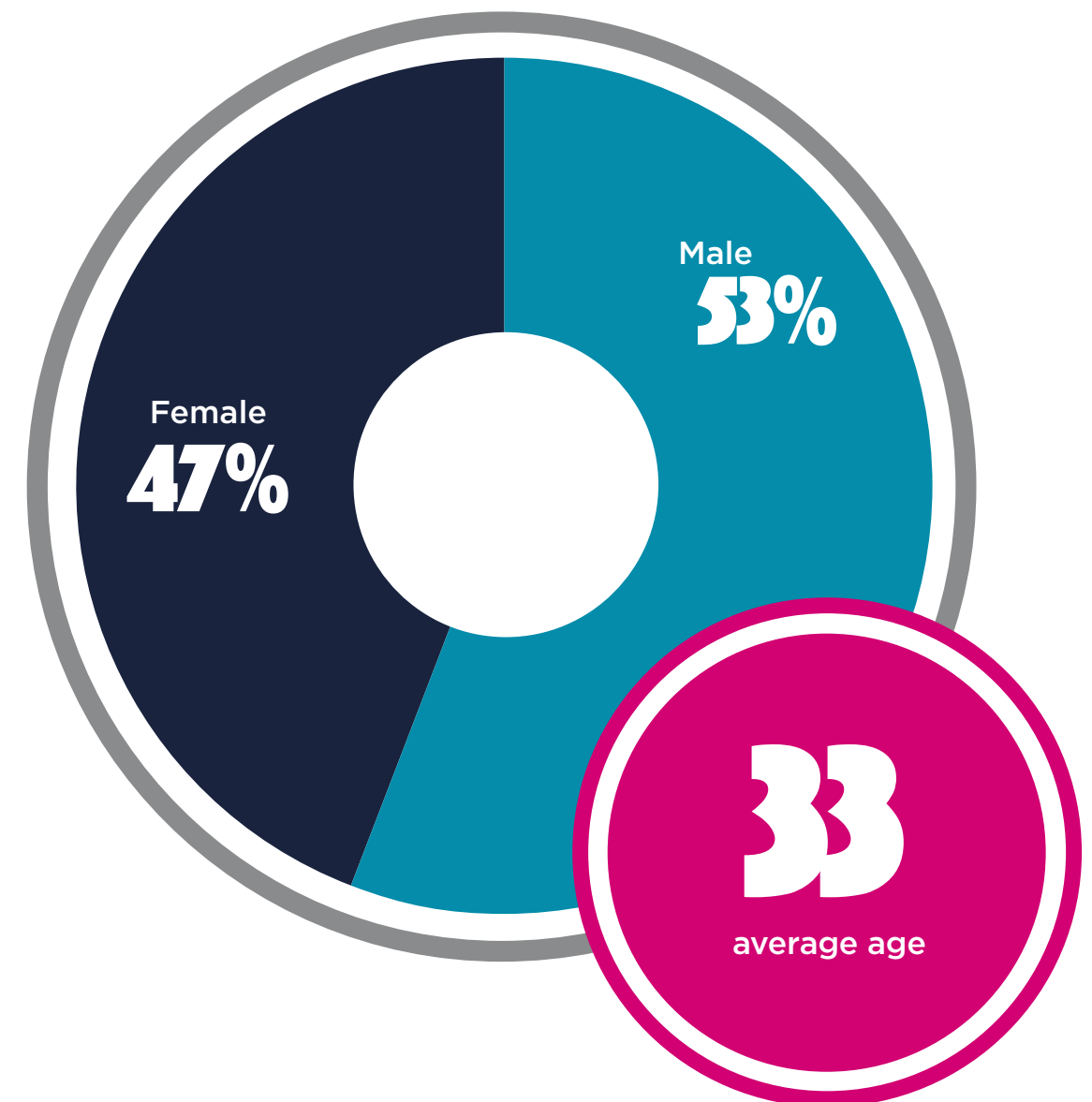
### Coaching

- One-to-one career coaching.
- Develop your personal job-search strategy.

## PERSONALISED APPROACH

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.

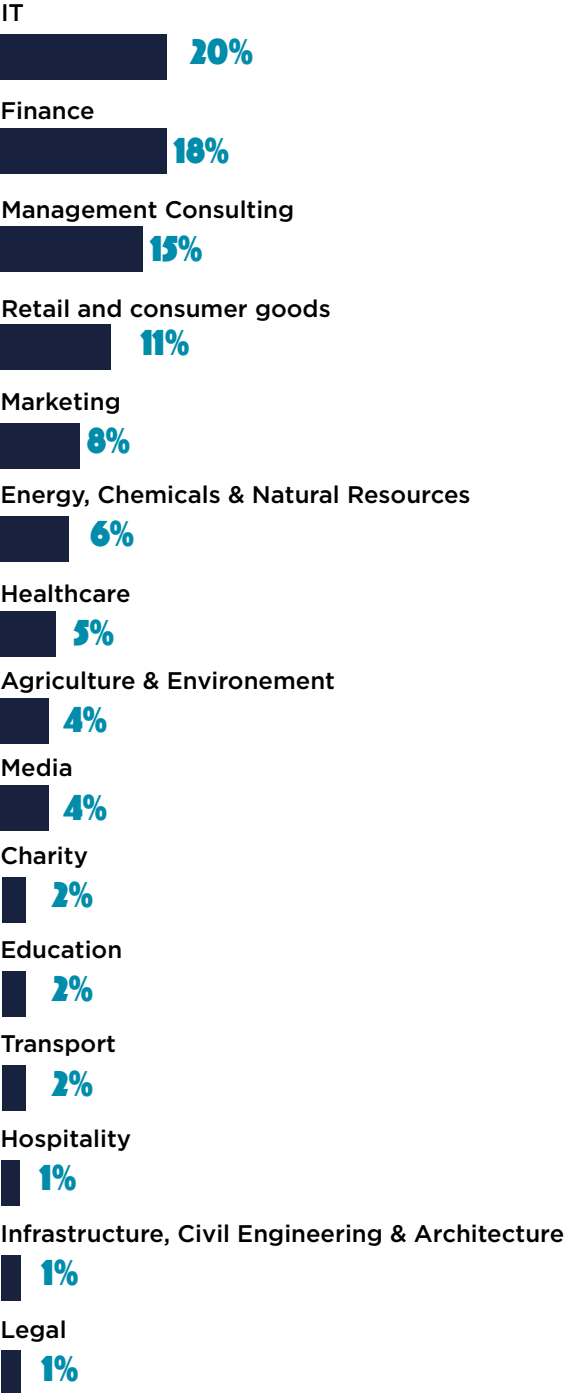




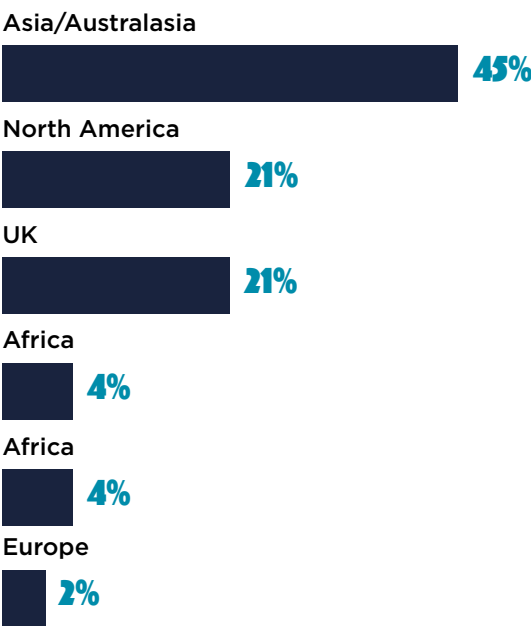
## Class Profile

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.

### EMPLOYMENT DISTRIBUTION BY MARKET SECTOR



### NATIONALITIES MBA class 2020/21





## Strategic Leadership

The MBA is internationally recognised as the most valuable business qualification in the world. And by embedding themes of strategy and leadership into everything we do, we prepare organisational managers for the new global challenges ahead. Here, you'll learn new ways of thinking and develop your personal and leadership capabilities.

# 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 both delivering the skills and experiences a truly valuable professional qualification promises.

Strategic leaders are prepared for volatile times, which can offer both challenges and opportunities. Since the start of our MBA programme in 1980, the world has experienced boom and bust, healthy markets and pandemic shocks. Through it all, we have helped managers prepare for and navigate whatever may come next, whether in the private, public (government) or not for profit sectors.

### 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.

In addition to 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, human resources 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.

In order to deliver content that can help you confidently steer a path through a world characterised by competition, rapid technological development, and economic turbulence, we will provide the following:

### 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 with outside organisations underpins our approach to learning.

Extensive links with industry, professional organisations, and our alumni network deliver a range of consultancy and shared research projects. For us, knowledge exchange and the application of theory to real business challenges is crucial.

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

Around 20 countries on average are represented on the MBA, students from all over the world, bringing their strategic knowledge and management experience into the classroom for an unparalleled peer-to-peer learning experience.

In addition to an international faculty, you will also be exposed to organisations from around the world.

And for those students choosing our MBA with Exchange, you can enjoy a 10-12 week exchange with a prestigious overseas partner university.



London, UK, (Pixabay).



## Professional Development

As the global economy rebuilds and recovers, competition for opportunities increases. 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

### The Professional Development Course

Professional Development is a for-credit course, an unusual distinction in MBA programmes, and a sign of how seriously we take your skills development. As part of the course, you will study the habits of success taught by business leaders and recognised industry experts who share their experiences in the classroom.

The Professional Development course covers the following main areas:

### Professional Development

A personalised approach takes the lead as we support your development of skills and attributes that set successful senior managers and strategic leaders apart.

You will work with leading-edge diagnostic tools and engage in one-to-one feedback sessions as you build your own self-awareness and confidence.

You will also have opportunities to further hone your skills in:

- Presenting and public speaking
- Debate and persuasion
- Effective influence in the boardroom
- Working with impact in high-performing teams
- Project management
- Negotiation skills
- Consulting skills
- Stakeholder communications
- Crisis communications (including TV interview and press conference context)

Our skills workshops are designed and delivered with input from expert industry practitioners and informed by regular, direct engagement with employers. Developing these skills will enhance your leadership and professional competence, as well as increase your employability potential.

### Coaching

A coaching culture underpins all of our professional development activities. That is why we've designed a coaching programme that includes an assigned coach for every participant, their personalised attention tailored and responsive to your individual needs. This certified professional will work with you one-to-one as you design your job search strategy and break down your big, ambitious goals into manageable tasks.

Coaching also helps to improve communication skills and teamwork, enhances personal leadership qualities, and can help you build 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

The most effective career strategy is one you develop and own, one that is custom-built for your needs. Through one-to-one interaction with, and personalised attention from, the Career Development team, you will carefully build a strategy to help you achieve your career goals.

You will also have access to resources and support as you review everything from the language you use in your CV, to the narrative you create to tell others about your personal brand.

Career development includes:

- Recruiter/employer sector-specific presentations and guest speaker events – an excellent way to develop your own networks.
- A 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.
- Support from a powerful and warm network of over 19,000 alumni world-wide, adding to the MBA's scope, reach and resources across the globe.

### Business Engagement Treks

We also organise offsite industry visits to help students connect to and learn from a range of diverse organisations like Amazon, RBS, the National Health Service, and a range of start-ups.

And, as travel restrictions lift, we look forward to events outside our immediate area, venturing into other parts of the UK and Europe. For example, as part of our effort to champion and promote the proven benefits of a diverse and inclusive business culture, we host an annual Women in Leadership Trek to London. This 2-day, student-led event offers participants the opportunity to hear from panels and keynote speakers, and participate in workshops led by inspirational business leaders who have achieved significant success in their careers.

### The Employability Conference

The Employability Conference is all about developing your network. This is not a recruitment fair (remember, we work with you individually on your career strategy, so passive recruitment fairs are not the ideal tool for MBAs).

This is an opportunity to learn from industry experts in a variety of sectors and understand how your experience prior to the MBA, coupled with your skills and knowledge development on the programme, can be combined into an effective career narrative.

What are employers looking for? The Employability Conference will help you find out so that your career strategy can be targeted to your sector of choice.





## Personalised Approach

Small cohort size, big career impact. One-to-one attention is the norm, not the exception, resulting in life-changing support from staff, faculty, and your fellow participants.

Our MBA is designed to help participants think more strategically and become better leaders. Modules and professional development coursework all support this goal. But a key to getting the most out of this curriculum is an emphasis on a personalised student experience.

Our MBA cohort size allows our participants to network with every cohort member, learn about their background, and gain knowledge from the collected global experience in the classroom. This fosters a sense of community where participants develop life-long connections with fellow students. It also means participants have direct access to our faculty, our professional staff, and our speakers - no fighting for time or missing an opportunity.

This experience also allows for a certain amount of customisation to your programme. You will have time with faculty, staff, colleagues, and personal coaches who will help you come up with your strategy for securing that next job, promotion, or challenge. And once that strategy is designed, we can help fill in any gaps by suggesting electives, connecting you to alumni, and letting you know about opportunities with our corporate and other partners.

The level of direct contact and ability to customise the course for each participant is made possible by a personally connected philosophy that keeps the cohort size artificially small and reduces the space between you and the person you need to talk to.

## Career Destinations

Agoda Services	EY	Siemens
Amperity	Google	StarTimes
Amplify Retail Consulting	KPMG	Tata Consultancy
Baillie Gifford	Leith Agency	Trafigura
Bank of New York Mellon	Liberty Specialty Markets	Talos
Citi	LTS International	UN Population Fund
Deloitte	PwC	WHO
Dermalogica	Robeca	Wood Mackenzie
Edmonton Economic and Development Corporation (EEDC)	Salesforce	
	Sia Partners	

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



**Ritesh Kotak**  
International  
Consultant,  
Tech/Cyber  
Projects within  
Public and Private  
Sector, Canada

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 lecturers 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

Select from one of our 12-month full-time programmes. The MBA will have you studying both core and elective courses from our in-house catalogue, while the MBA with Exchange will have you doing some elective courses with one of our international partners. Both programmes are designed for an intensive experience and a quick return to the job market. And in the case of the MBA with Exchange, you'll further develop international management skills and cultural versatility.

## PROGRAMME STRUCTURE (FULL TIME MBA)

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

SEMESTER 1	SEMESTER 2A	SEMESTER 2B	SUMMER TERM
CONTEXT AND CORE BUSINESS DISCIPLINES	INTEGRATION AND SPECIALISATION	INTEGRATION AND SPECIALISATION	Operations Improvement Strategic Human Resource Management
Welcome Week		Select 2 from:	
Professional Development Programme Strategic Leadership (Incorporating Global Challenges for Business) Organising for Effectiveness		Business Strategy for Environmentally Sustainable Futures  Financial Aspects of Mergers and Acquisitions  Marketing Communications and Branding Negotiations	<b>CAPSTONE PROJECT</b>  Completion of a major Capstone Project (submissions end of August) with a choice of formats: <ul style="list-style-type: none"><li>• Consultancy Project</li><li>• Research Dissertation</li><li>• Business Plan</li></ul>
Accounting Quantitative Methods and Tools Strategic Marketing Understanding Economies	Finance Business Transformation in the Digital Age Research Methods for the Capstone Project  Select 2 from: Data Analytics for Leaders Financial Analysis Global Strategy New Venture Creation and the Entrepreneurial Process		
			<b>KEY</b> Core Course Option Course

## PROGRAMME STRUCTURE (FULL TIME MBA WITH INTERNATIONAL EXCHANGE)

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

SEMESTER 1	SEMESTER 2A	SEMESTER 2B	SUMMER TERM
CONTEXT AND CORE BUSINESS DISCIPLINES	INTEGRATION AND SPECIALISATION	INTERNATIONAL EXCHANGE	Operations Improvement Strategic Human Resource Management
Welcome Week		Completion of a 10-14 week study period with one of our University Exchange Partners  Choice of Exchange Partner may impact Elective options and Summer Term course availability	
Professional Development Programme Strategic Leadership (Incorporating Global Challenges for Business) Organising for Effectiveness			<b>CAPSTONE PROJECT</b>  Completion of a major Capstone Project (submissions end of August) with a choice of formats: <ul style="list-style-type: none"><li>• Consultancy Project</li><li>• Research Dissertation</li><li>• Business Plan</li></ul>
Accounting Quantitative Methods and Tools Strategic Marketing Understanding Economies	Finance Business Transformation in the Digital Age Research Methods for the Capstone Project  Select 2 from: Data Analytics for Leaders Financial Analysis Global Strategy New Venture Creation and the Entrepreneurial Process		
			<b>KEY</b> Core Course Option Course



## CORE COURSES

### Accounting

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

### Business Transformation in the Digital Age

Digital technologies greatly impact competition and the way business is done. The route towards digitisation is fraught with great risks and presents the scope for major mistakes, which firms make time after time. On this course you will learn and understand those risks and discover how they are best overcome.

### 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.

### Finance

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

### Operations Improvement

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

### Organising for Effectiveness

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

### 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.

### 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.

### 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.

### Strategic Leadership (incorporating Global Challenges for Business)

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.

### Strategic Marketing

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

### Understanding Economies

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

## OPTION COURSES

### Data Analytics for Leaders

Develop a familiarity with the breadth and depth of data-driven decision making and data analytics across organisational functions with special emphasis on integrating these practices to drive strategic imperatives.

### 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.

### 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.

### 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.

### Business Strategy for Environmentally Sustainable Futures

This course challenges students to think about climate change in the context of businesses' current and future decision-making.

### 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 mergers and acquisitions often fail. Through simulations, participants learn how to think strategically and to analyse, plan and prepare for success in negotiations.

### Marketing Communications and Branding

Marketing Communications and Branding explores how organisations develop relationships with their target markets through integrated and interactive communications. This course will equip students with the abilities to engage with multifarious audiences through a variety of communication methods and techniques. Importantly, it will build on a theoretical approach to marketing, relationships and communications with a practical application element which develops the theory into workable practice. The course will see marketing communications as integral part of the overall offer to customers.

### 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 EXCHANGE

### Our Exchange Partners\*

**Aalto University Executive Education (Finland)**

**EADA (Spain)**

**ESSEC Business School (France)**

**IPADE Business School (México)**

**Kellogg School of Management (USA)**

**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. New, smaller-format exchange experiences are also being considered. For full details, please see our website.

### 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.

# OUR PAST STUDENTS SHARE THEIR EXPERIENCES



**Jess Webb**  
Non-Executive  
Director UNE Life  
and Non-Executive  
Board Member,  
Beef Australia

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 was 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 on and cherish.



**Erin Bembe**  
Senior Financial  
Analyst, Johnson &  
Johnson

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

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

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.





## Applied Learning

At the heart of our approach to teaching and learning is 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 OUR COMMUNITY

### ...with start-ups, spin-outs, and charities

At the very start of the programme we launch the marketing consultancy challenge. Students are teamed up with SMEs, start-up companies, or local charities to explore marketing challenges. After extensive research, interviews with the client company, and market analysis, students deliver a consultancy report detailing their recommendations. In the past, our students have worked with companies like FWB Park Brown, BrewLab, House of Elrick Gin, Camera Obscura, Adventure Pass, Broughton Ales, Breadshare, Fathers Network Scotland, and Pufferfish.

### ...with consultancy clients

Our students have the opportunity to work with real commercial clients to scope out consultancy projects, collect data, and undertake original analysis. In a typical year, there are at least 2 consultancy opportunities, for students to engage in real projects, explore real problems, and get real experience.

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

## OUR GUEST SPEAKERS

### Engaging with the Best in the Business

Students will learn from and engage with guest speakers via Business School and University-wide events, as well as in programme-specific lectures, both in person and online. You will not only hear about practical examples of what you're learning in the classroom, you will also have the chance to network with these potential future employers. Below are just a handful of the names we have welcomed in the past:

#### Alan Young

Corporate Affairs Director, SSE

#### Alastair Darling

MP and former Chancellor of the Exchequer

#### Angus Cockburn

Group CFO, Serco

#### Barbara Cassani

Consultant and former Chairwoman of Jury's Inn and Go Fly

#### Benny Higgins

Executive Chairman, Forster Chase Advisory and Chair, National Galleries of Scotland and Buccleuch, formerly CEO Tesco Bank

#### Bill MacDonald

MD Scotland, Accenture

#### Birna Einarsdottir

Chief Executive Officer, Íslandsbanki

#### Christine Watts

Former Corporate Communications Director, Waitrose

#### Daniel Kan

Co-Founder and COO Cruise Automation

#### Dominic Barton

Global Managing Partner Emeritus, 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 Duff

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

#### Jane Harley

Former Chief Procurement Officer, Qantas

#### Jenny Reece

Customer and Market Research, Microsoft

#### Judy Wagner

Director, FWB Park Brown

#### Kelli Buchan

Head of Talent Management, Flick

#### Kirsty Lynagh

Chief People Officer, Nucleus Financial

#### Lord Karan Bilimoria

Founder and Chairman, Cobra Beer

#### Lesley Fordyce

Managing Director, Anderson Anderson & Brown Consulting Ltd

#### Major General R B Bruce

CBE DSO, Military Secretary and General Officer Scotland

#### Rob Woodward

Former CEO, STV Group Plc (Scotland)

#### Ross Easton

Director of External Affairs, Energy Networks Association

#### Ruth Chandler

Chief People Officer, Skyscanner

#### Sandy Begbie

Chief Transformation Officer, Tesco Bank

#### Steve Bateman

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

#### Susanna Freedman

Brand Consultant, Brand Identity



## Faculty

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

People often talk about the division between the academic and the practical. Our MBA seeks to shave the divide between those two worlds to a razor's edge. When faculty come from industry, or consult or collaborate with industry for research and consultancy projects, the classroom instruction derived from these interactions could not be more practical.

With deep expertise in Strategic Leadership, faculty like Professors Susan Murphy and John Amis help you develop better strategic thinking skills and learn about best practices in modern management.

### **Professor Susan Murphy** Strategic Leadership/Strategic Human Resource Management/Data Analytics for Leaders

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 sector 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 (as part of Strategic Leadership)

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.



## The MBA Community

On joining the Edinburgh MBA you immediately become part of a global network of Edinburgh students – present and past. This includes a network of over 19,000 alumni world wide who occupy senior positions in many countries around the world and offer a valuable network of contacts.

### **A DYNAMIC MBA COMMUNITY**

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

We also travel further afield to bring you new experiences. On past treks, MBA students have, for example, visited Iceland and Colombia to experience a very different financial, social and natural environment. We visited businesses and met with managers whose roles rely on their ability to respond to significant and unpredictable challenges. Treks like these are not part of the core curriculum but provide unique and valuable perspectives.



## The Business School

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 over 1,600 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, 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 different 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

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

In 1919 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](https://business-school.ed.ac.uk/writingthefuture)





## The University of Edinburgh

Granted its Royal Charter in 1583, the University of Edinburgh, of which we are a key part, 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 16th in the 2022 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. 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 medieval skyline and Georgian 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 in Fife, 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 in Edinburgh.

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



# ARE YOU READY FOR THE CHALLENGE?

Finding out more

Our MBA Relationship Manager is happy to meet with you one-to-one, either online or in person, to discuss how the MBA can help you achieve your career goals. You can also find us at international MBA fairs and at our Postgraduate Open Days and webinars. Our upcoming events will always be listed on our Business School website.

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](https://business-school.ed.ac.uk)**

How to Apply

Please visit our website for full application details at [business-school.ed.ac.uk/mba](https://business-school.ed.ac.uk/mba)

Fees

Fees for entry are listed on our website.

Scholarships

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

Dedicated MBA scholarships include:

- Leadership Scholarships (£10,000)
- MBA Diversity Scholarships (£5,000)
- Academic Merit and Achievement Scholarships (£5,000)
- Somewhere MBA LGBT+ Scholarship (£10,000)

Application Deadlines

We recommend submitting your application by June at the latest if you need a visa for entry to programmes starting in the September.

We would advise applying early as places are allocated to suitably qualified persons on a first come first served basis and once full we will close the programme.

# GET IN TOUCH

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