We learn, we grow. It’s that simple.

Only by seeking new knowledge and new experiences can we truly develop as individuals and businesses. At Edinburgh Business School, we understand that drive. We share that desire for success. We also appreciate that every student has his or her own agenda when it comes to learning. That’s why each and every one of our courses puts our student at its centre.
Welcome to Edinburgh Business School

Welcome to the home of the world’s most popular MBA programme. Here, you can study when you like, where you like. You take exams when you’re ready. With more than 11,800 active students and 19,000 alumni, we offer a powerful network of like-minded individuals right across the globe.

As the Graduate School of Business of Heriot-Watt University, we offer the flexibility to study how you want and where you want. Choose campus study in Edinburgh, Dubai or Malaysia. Study online, with full support materials and access to faculty. Crucially, our global partnerships with established organisations also allow you to study locally and take exams in more than 400 locations. Little wonder that 40% of Fortune 500 companies have students on our programmes.

Our programmes encompass MBA, MSc and Diplomas, as well as a Doctorate. In-depth, up-to-the-minute and engaging, they explore what success means in the modern business world.
Fuelling your ambition

A welcome from Alick Kitchin, Acting Head of School

Our mission at Edinburgh Business School is to help experienced executives and managers across the world to transform their careers by studying our graduate level business programmes whenever, wherever and however best suits their needs.

Our flagship MBA programme has been established internationally for over 25 years – and remains a market leader.

Our unique approach to management education has enabled thousands of students to earn Masters and Doctoral level degrees, ensuring their careers and their organisations are successful and competitive in challenging business environments.

Our students and alumni develop professionally and personally throughout their learning experience, benefit from the international recognition of our University’s degrees, and enjoy a global learning experience through our network of more than 11,800 students, experienced tutors and faculty and 19,000 alumni.

I hope that you will find the information in this prospectus helps you to decide to join our programmes – but do not hesitate to ask more questions. We are just one click or call away.

A message from Professor Alex Scott, Director of Learning and Teaching

Our programmes are cutting edge and highly applied and our standards of delivery and assessment are highly rigorous. This has led to the high reputation of our graduates in the world of business. The programmes are demanding, but of course nothing worthwhile is easy.

Our extensive research into how people learn showed they learn in many different ways. There is no ‘one size fits all’ in learning so our range of delivery methods ensure that you can make choices on how, where and when you study to capitalise on your own individual learning style. Edinburgh Business School pioneered this flexible and innovative approach to executive education leading to the success of the School’s programmes over many years. Every year our graduates tell me that studying our programmes, whether MBA, MSc or DBA, has been a transformational experience.
Why Edinburgh Business School?

1. Bringing **academic heritage** and **modern business thinking** together

   Founded in 1821, Heriot-Watt University holds a Royal Charter from the UK government and is ranked 18th in the UK and 2nd in Scotland in The Guardian University Guide 2016.

2. The **world’s most flexible MBA** and **MSc** programmes

   Start when you like and finish when you like. Study from home, on campus or with a Learning Partner. Our courses are designed to fit around you.

3. **Internationally-recognised** and rewarded

   We have more than 11,800 active students. More than 19,000 alumni. And partners across six continents.

4. **Choice** in **when** and **where** you take your exams

   Sit your exams at one of the 400 examination centre locations worldwide. Four exam sessions run every year: two major, two minor (selected locations).

5. Comprehensive support through optional **online tuition** and **intensive seminars**

   Deepen your knowledge of a course by taking online tuition or attending face to face intensive seminars at our Edinburgh, Dubai or Malaysia campuses.
Our history

Edinburgh Business School

Edinburgh Business School has built its reputation on a strong record of achievement by students, alumni and faculty of Heriot-Watt University. Our programmes are written by an international faculty, many of whom are acknowledged leaders in their respective fields.

Our uniquely flexible approach was pioneered by the School’s founder Professor Keith Lumsden and has been key to our success. The School’s reputation among the world’s most forward thinking businesses, organisations and government departments has attracted students from more than 165 countries.

Our MBA programme remains one of the largest in the world. Students can study at their own pace, in their own home and, thanks to our global network of partners, as well as modern, spacious campuses in Edinburgh, Dubai and Malaysia, students can feel part of a wider network of intelligent, ambitious and successful peers.

The City of Edinburgh

Edinburgh Business School is based on the edge of Scotland’s capital city. This is one of the most historic and beautiful cities in the whole of Europe. It’s also one of the most inspiring. During the Scottish Enlightenment of the 18th century, radical new ideas poured from the city’s universities, publishing houses and meeting halls.

David Hume, Adam Smith, Adam Ferguson, Joseph Black and James Hutton were just some of the gifted individuals who changed the way the world thought in subjects as diverse as economics, philosophy, engineering, architecture, medicine and law. Today, Edinburgh remains a world-renowned centre of education, business, finance, arts and literature, while its elegant architecture and vibrant cultural and entertainment scene attracts millions of visitors every year.

Study with Edinburgh Business School and you have the opportunity to spend time in the Scottish capital. Whether studying on-campus, or attending one of the weekend intensive seminars, you can explore all that this city and the country has to offer.

Heriot-Watt University

Heriot-Watt University has been at the forefront of learning for almost 200 years. Established as a school for engineers, the name commemorates two giants of Scottish business and engineering: George Heriot, financier to King James VI; and James Watt, the pioneer of steam power and one of the leading lights in the industrial revolution of the 18th and 19th centuries.

The world’s first technical institute and one of the first universities in the UK to be awarded a Royal Charter, Heriot-Watt quickly established a reputation for world class teaching and leading-edge research. It remains a hotbed of scientific, engineering, technological and business talent.

From its modern campus on the green edge of Scotland’s capital city, Heriot-Watt’s programmes lead the way in areas as varied as energy, the environment and climate change, risk and modelling, infrastructure and transport, and the interface between life and physical sciences. It is ranked in the top 4% of universities worldwide.

VENETTA SOOKHAI–MOHAMMED
Trinidad

“I chose the Heriot-Watt MBA because it was being offered by a well-respected university and because the flexibility of the programme is a good fit for working adults. The MBA offered a comprehensive business education program using a principle centred approach along with relevant and effective case studies. The programme was challenging but extremely rewarding. I definitely view attaining my MBA as a great personal accomplishment and it would be remiss of me not to say that the program has certainly changed the way I approach my job and all the tasks in between.”
Taking a different approach

This is your MBA. Your MSc. Your Diploma. Your Certificate. You simply decide what, how, where and when you want to study. And if you’re not quite sure what programme will suit you and your career best, simply purchase a single course and experience our style of learning. Each course is intellectually rigorous and applied. Together, they give you the knowledge, understanding and insight needed to succeed in the highly competitive business world.

Here’s how it works:

1. Choose your courses
2. Choose where you want to study
3. Study in your own time, with no time limit
4. Sit the exam when you’re ready

There are no compulsory seminars to attend and no project work requirement. It’s a simple approach, yet hugely effective.
A standard MBA or MSc programme consists of nine courses. A number of these are mandatory for each degree programme, the rest can be chosen from a list of more than 35 specialist subjects.

How it works

The start of your programme is the beginning of an invigorating experience that could make a real difference to your career. If you choose independent study, the journey begins with the arrival of your course materials. What happens next is up to you. You can study on your own. You can engage with fellow students through a variety of Edinburgh Business School online networking sites. You can discuss course specific questions with faculty on the Forum.

You can, of course, meet-up with your fellow students and faculty at our four-day seminars and two-day revision sessions on campus in Edinburgh, Dubai or Malaysia. Here, you’ll take part in an intensive period of study that will widen your knowledge and accelerate your learning. Closer to your home, you can find help and study support with one of our 23 partners.

When you feel you are ready, you sit the exams for the courses you’ve studied. Exam sessions are held four times each year, in June and December at one of more than 400 locations worldwide or March and August at limited locations. Gain passes in those courses and you’re ready to move on and tackle the next.

All you need

We provide everything you need to study effectively. Each course represents around 200 hours of study time. Within each course the text is divided into modules, each of which has its own supporting materials. Once you’ve purchased your course, you gain access to a password-protected student portal with full course text and a wealth of material to help you master the subject, such as:

- online course text
- case studies and questions
- software that interprets your performance and advises on strengths and weaknesses
- past exam papers, with answers
- a course forum to interact with faculty
- videos to help explain conceptual bottlenecks

The Forum is your opportunity to engage with those who help set the course and teach its contents. You can also access self-assessment materials and view those questions that other students have posed. Each query posted to Faculty is answered quickly.

An innovative feature of the course website is The Profiler. This ingenious interactive facility builds a picture of your strengths and weaknesses to identify those areas that need improvement as you build towards the exam.
Our modular approach

Edinburgh Business School has over 40 courses to choose from. You simply select the one that is relevant to the programme you want to follow and begin what is typically around 200 hours of study. Then, when you feel you’re ready for the exam, you pay a fee and arrange to sit it in one of 400 exam centres around the world.

How many courses you take depends on the qualification you want to achieve.

<table>
<thead>
<tr>
<th>3 Courses</th>
<th>6 Courses</th>
<th>9 Courses</th>
<th>11 Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Courses</td>
<td>6 Courses</td>
<td>9 Courses</td>
<td>11 Courses</td>
</tr>
<tr>
<td>For a Postgraduate Certificate</td>
<td>For a Postgraduate Diploma</td>
<td>For an MBA or MSc</td>
<td>For an MBA with a Specialism</td>
</tr>
</tbody>
</table>

So even if you are unable to complete the full MBA or MSc, you’ll achieve a meaningful qualification.
Study on or off campus

This is your learning agenda. Not ours. So when it comes to the method of study, we let you choose. If you want to learn at home, you’ll find all the materials and online support you need. If you want to mix with fellow students in an environment of mutual learning, then you can enrol with one of our 23 Learning Partners, in key locations across the globe.

You can also choose to study at one of Edinburgh Business School’s campuses around the world; Edinburgh, Dubai or Malaysia. Here you'll complete your MBA over 12 or 24 months. Malaysia currently offers only the part-time MBA programme.

Intensive seminars

Intensive seminars are delivered on campus in Edinburgh, Dubai and Malaysia by experienced international faculty. These seminars which run over four days, offer practical insights into specific aspects of our courses. You’ll examine relevant case studies and mix with students from different countries, cultures and career paths. Experiences are shared, solutions found and new knowledge gained.

A number of these seminars are run every year and are open to all Edinburgh Business School students.

Seminar programmes and dates for the forthcoming sessions are published on the website.

Online tuition

Delivered to students through Edinburgh Business School’s global network of teaching partners, students will have access to highly experienced tutors. Services offered include online revision to help prepare you for exams, a series of structured online tuition which will guide you through each course in full and online mentoring where you can receive one-to-one support from your dedicated tutor. All offerings are hosted on the Edinburgh Business School Adobe Connect webinar platform.

Networking

We can learn as much from our environment, from the people we meet, as we do from the programmes we study. And there can be no doubt that the students at Edinburgh Business School have substantial knowledge and experience to share.

When you enrol at the School, you’re joining a strong network of ambitious and successful individuals. They come from different countries and have diverse backgrounds and career paths. But, like you, they are all keen to grow and develop as professionals in their chosen field. Typically in the middle of their career, with an average age of 35, these are people we can all learn from.

You not only tap into this ever-present student resource, but when you graduate you join an alumni group of more than 19,000. These successful individuals can be found in all corners of the globe, in many different careers with hundreds of organisations. It’s a powerful network, just waiting for you.

International partners

Not every student likes to study alone. But then not every student can make it to Edinburgh, Dubai or Malaysia to study on campus. Study with one of our 23 Learning Partners and you mix with fellow students in a cultural setting that may be more familiar to you.

You will still enrol with Edinburgh Business School. You will still study for an Edinburgh Business School programme and for a Heriot-Watt University award. You will still benefit from all our learning support materials. You’ll simply enjoy all of this much closer to home.

Each partner has been individually chosen by Edinburgh Business School to ensure it offers a high quality, well-supported learning experience. All are approved and regularly reviewed by Edinburgh Business School and comply with all the relevant regulations in their country of operation.

Scholarships

Edinburgh Business School is committed to providing opportunities to people with the relevant experience and ability to study for a masters level programme in business from all over the world. At our campuses in Edinburgh, Dubai and Malaysia, we make available each year a small number of bursaries (partial fee waivers) for students who complete the relevant application. Scholarship schemes are also launched on an on-going basis to students in locations across the world.

Assessment

Each course is assessed by a three-hour written examination, set and graded by Edinburgh Business School. When you feel you have mastered your subject and are ready to be tested in your knowledge, you simply pay for your exam and take it. There are four exam sessions every year, in June and December at one of more than 400 locations worldwide, or in March and August at limited locations.

The School is embarking on a phased roll out of e-assessment commencing in 2016. Students will increasingly be given the option of using computers rather than pen and paper to take their examinations.
Our programmes

There are many ways to study an Edinburgh Business School programme.

Stay in your own home. Come to our campuses in Edinburgh, Dubai and Malaysia and meet fellow students. Go to one of our many partner institutions and learn with like-minded individuals. You might choose one route – or you may decide to combine two or three. It really is up to you. Whichever study method you choose, you’ll experience the same high quality, highly engaging programme of study. Whether it’s an MBA, MSc or DBA, you’ll work towards a qualification that is highly prized in the international business community.

The MBA

The MBA has long been regarded as the world’s premier business qualification. At Edinburgh Business School, we go one stage further. We allow you to study the subjects you want, in the order you want, to ensure that the programme is personal to both you and your career. We also offer a number of specialist MBAs, each one designed to expand your knowledge and broaden your understanding of a specific area.

The MSc

We offer four specialist MScs. Each one has been designed to maximise the career prospects of those involved in finance, marketing, HR and strategic planning. Our MScs provide an in-depth understanding of key concepts and help generate solutions to real business problems.

The DBA

Think of the DBA as a PhD for the business world. Applying deeply analytical research-based thinking, the DBA seeks to provide original solutions to intractable problems in both the corporate and public spheres.
The MBA

The Edinburgh Business School MBA programme remains one of the world’s largest. It attracts more students from more countries than any other programme, drawn by the quality of the teaching and the flexibility of study.

If you are serious about career progression, our MBA will give you the advanced management skills and expertise you need. Where, when and how you study is up to you. And with our MBA on your CV, you can also determine just how far you want to go in your career.

The MBA covers key management disciplines, including people skills, economics, marketing, accounting, finance and project management. Students find a good starting point is Organisational Behaviour, as this gives an insight into the human behaviours that affect management. Accounting, Economics, Finance and Marketing are often tackled next, leaving Project Management and Strategic Planning as the final courses taken.

Strategic Planning is the capstone course of the MBA programme. It builds on the various tools and techniques learned through the other core courses to develop strategic thinking and solve a wide range of business problems.

Admission
A student is expected to have a recognised first or second class honours degree, or equivalent professional qualification. But for those who don’t, entry can still be gained by purchasing and passing three MBA courses (including one core course) at which time you’ll be eligible to receive our Postgraduate Certificate in Business Administration.

If you’d like to study on-campus or with one of our Learning Partners, you’ll need relevant business experience and evidence of proficiency in English.

Passes
The MBA degree is awarded when you successfully complete seven core courses and two electives chosen from a wide range of subjects. A full list of courses can be found on pages 24-25.

Exemptions
If you hold an undergraduate degree in a relevant subject, you may be eligible for an exemption from that course. You may also be eligible for exemption if you are the holder of a recognised professional qualification.

Interim/exit awards
Not every student completes the nine courses. Should you choose to stop after passing three (including at least one core course); you will be eligible for a Postgraduate Certificate in Business Administration. Pass six (including at least one core course) and you are eligible for a Postgraduate Diploma in Business Administration.

Fees
Up-to-date fees for the MBA programme are available in the fees section of the website.

GRAHAM ROBERTSON
USA

“I researched many business schools worldwide before selecting Heriot-Watt’s Edinburgh Business School MBA. The School provided me with the careful blend of both convenient distance learning options and a respected global reputation. I was able to study while working in the US and sat my exams locally in Los Angeles. The knowledge and experience gained from the MBA are a constant presence in my professional/personal life and I would highly recommend anyone to take the necessary steps towards achieving an MBA and would encourage everyone to consider the Heriot-Watt EBS MBA no matter where they live.”

USEFUL LINKS
ebsglobal.net/mba
ebsglobal.net/exemptions
ebsglobal.net/fees
Independent study

Every programme and every course we offer can be studied from anywhere in the world. That means you can study on your own, at your own pace, without attending classes in Edinburgh, Dubai or Malaysia or at one of our partners. There is no mandatory group or project work and, because all the materials are self-sufficient, no need to conduct research in a university library. Examinations can be taken at more than 400 centres around the world – in fact in every major city where our students live or work.

We appreciate that our students are busy working professionals who have to balance study with careers and family life. Some study at home, others before or after work – and some even study while travelling. And if they need to relocate in pursuit of their career, they simply continue their study programme as normal. No interruptions; no fuss. The programme is just as flexible when it comes to time. Students can take as long or as short a time as they need to complete their study programme; they can even take a break should their personal or career circumstances change significantly.

No other leading business school offers this level of flexibility; an approach that has enabled thousands of students to graduate entirely through independent study.

All our programmes are modular and can be tackled course by course whenever you are ready for them. You will, of course, benefit from the full support of the School throughout. Students receive the following:

- Comprehensive course text
- Interactive course website
- Web access to Faculty
- Full use of the EBS Student Portal to administer your programme
- Optional contact with fellow students
- Optional online tuition (additional fees apply)
- Optional intensive seminars on-campus (additional fees apply)

You are also provided with all you require to prepare for exams. There are no additional reading lists or compulsory residential studies.

USEFUL LINKS

ebsglobal.net/distance-learning

ZDRAVKO NINOV
Switzerland

“I looked at several options before choosing Heriot-Watt but with my very busy job and family life the EBS distance learning program offered the maximum level of flexibility that fitted my needs best. The program’s flexibility and the ability to plan and study at my own pace with no deadlines helped me to concentrate more on each unit. I found the numerous exercises offered at each module very useful including monitoring your study progress through software which points out areas you need to strengthen.”
Learning Partners

Independent study isn’t for everyone. Many students thrive on interaction with faculty and fellow students. So for them, and for those unable to come to Edinburgh, Dubai or Malaysia we offer the opportunity to study a complete programme, or a range of subject courses, with one of our many international Learning Partners.

Each Partner is approved by Edinburgh Business School and Heriot-Watt University, the approval covering the programme of teaching as well as each tutor and lecturer. The Partners in our network may be public-sector institutions, private colleges or executive development centres catering for business professionals.

Each Partner provides a unique range of services. They may offer many hours of class time per subject, or they may simply offer revision sessions when needed. All provide valuable advice and tutoring and many will contextualise the learning process with local case studies and examples. They will provide you with the complete range of the learning materials you need, along with specific terms and conditions that cover the management of students of Heriot-Watt University.

Start dates, fees, applications and admissions

Start dates, fees and application and admission procedures are set by the Learning Partner. Use the link below to access a full list of Learning Partners.

Useful links

[ ebsglobal.net/learning-partners ]

JOMA TAMBATAMBA

Zambia

“I chose the EBS MBA programme based on the flexibility and popularity it has. With my tight work schedule working in the Public Sector, which is Central Government as a Principal Accountant, I had targets to make every day and at the same time I found time to study for the MBA. I had other challenges being a working Professional Accountant, a wife and mother of four children, I had to find time for all these roles. The flexibility of this MBA allows you to plan when to take an exam. The MBA has immediately transformed me into an intellectual with business concepts which can be applied to any real life work situation.”
On campus in Edinburgh, UK

The MBA can be studied on-campus in Edinburgh over a 12 month or 24 month period. It provides an exceptional opportunity to study in an inspirational European city, in an atmosphere of mutual learning, with like-minded individuals.

The on-campus programme comprises the same subject courses and examinations as the online MBA and in addition you’ll gain ready access to the full teaching and social facilities at Edinburgh Business School and experience life to the full in a beautiful capital city.

Each student will receive all the study materials they need, including comprehensive course texts and access to interactive course websites and a course forum. You will benefit from 48 hours of tutored interaction for each core course and a significant portion of your time will be spent studying independently (approximately 200 hours per course) A course typically consists of:

- a four-day intensive seminar (Thursday to Sunday) led by an Edinburgh Business School faculty member, including simulations, case studies and class discussions
- a two-day revision session (Saturday and Sunday) to prepare you for your exam (core courses only)

These seminars allow a dynamic combination of students from the on-campus programmes as well as some of our independent learners, all with diverse experiences, backgrounds and cultures to share and exchange knowledge in a rich learning environment. The programme is supported by a full-time, dedicated team.

Start dates

The on-campus MBA programmes commence in September and January of each year. We recommend you submit your application at least two months before the start date. This will allow time for processing visa applications and pre-attendance study. While we try our best to accommodate all prospective students, the school cannot guarantee that any applications received less than two months before the start date will be assessed in time, particularly if a student requires a visa.

Fees

Up-to-date fees for the on-campus programmes commencing in September and January each year are available in the fees section of the website. Fees exclude accommodation and may be subject to change without notice.

Applications and admissions

Admission to the on-campus MBA is by application and acceptance. Typically, you will have

- a recognised first or second class honours degree, or a qualification deemed to be equivalent, or passes in three of the MBA courses (one of which must be core).
- a minimum of two years’ post-qualifying full-time work experience of a relevant nature.
- evidence of English language proficiency in the form of Academic IELTS 6.5 (with no component lower than 6.0). Other tests considered to be equivalent will be considered, with the exception of TOEFL/TOEIC.

To begin your MBA application for study on-campus in Edinburgh, please download and complete the application and reference forms available in the on-campus section of the website.

USEFUL LINKS

- ebsglobal.net/on-campus-edinburgh
- ebsglobal.net/fees

BOSMAN DU PLEISS
Edinburgh

“All nine courses provided a good challenge, with a manageable volume of content. I always walked away from the examination room feeling that I had mastered the subject area, using the resources and following the guidance provided by EBS. I attended on-campus revision seminars for two courses and found this invaluable. It was great to work with the exceptional lecturers at EBS and fellow students from around the globe. All content covered during the seminars was driven by student needs which I found appropriate. For more personally challenging courses I would highly recommend enrolling for the on-campus seminars.”
On campus in Dubai, UAE

The MBA can be studied on-campus in Dubai on a 12 month or 24 month period. The campus, in Dubai Academic City, provides students from the Gulf and surrounding areas with the opportunity to study their chosen programme in a beautiful modern setting.

The on-campus programme comprises the same subject courses and examinations as the online MBA but additionally you’ll benefit from high quality teaching in English from visiting lecturers from our Edinburgh campus as well as faculty who are based in Dubai.

Each student will receive all the study materials they need, including comprehensive course texts and access to interactive course websites and a course forum. You will benefit from 48 hours of tutored interaction for each core course and a large amount of your time will be spent studying independently (approximately 200 hours per course).

When studied over 12 months, a core course typically consists of:

- a four-day intensive seminar (typically over weekdays) led by an Edinburgh Business School faculty member from the UK or based in Dubai, including simulations, case studies and class discussions
- a two-day revision session (Friday and Saturday) to prepare you for your exam

When studied over 24 months, a core course typically consists of:

- two weekend seminars (Friday and Saturday) led by an Edinburgh Business School faculty member from the UK or based in Dubai, including simulations, case studies and class discussions
- a two-day revision session (Friday and Saturday) to prepare you for your exam (core courses only)

Whether studied over 12 months or 24 months, an elective course typically consists of:

- a seminar run over four consecutive days led by an Edinburgh Business School faculty member from the UK or based in Dubai, including simulations, case studies and class discussions

These seminars allow a dynamic combination of students from the on-campus programmes as well as some of our independent learners, all with diverse experiences, backgrounds and cultures to share and exchange knowledge in a rich learning environment. The programme is supported by a full-time, dedicated team.

Start dates

The on-campus MBA programmes start in September and January of each year. We recommend you submit your application at least two months before the start date. This will allow time for processing visa applications and pre-attendance study. While we try our best to accommodate all prospective students, Edinburgh Business School cannot guarantee that any applications received less than two months before the start date will be processed in time.

Fees

Up-to-date fees for the on-campus programmes commencing in September and January each year are available in the fees section of the website.

Applications and admissions

Admission to the on-campus MBA is by application and acceptance. Typically, you will have

- a recognised first or second class honours degree, or a qualification deemed to be equivalent, or passes in three of the MBA courses (one of which must be core).
- a minimum of two years’ post-qualifying full-time work experience of a relevant nature.
- evidence of English language proficiency in the form of Academic IELTS 6.5 (with no component lower than 6.0). Other tests considered to be equivalent will be considered, with the exception of TOEFL/TOEIC

To begin your MBA application for study on-campus in Dubai, please download and complete the application and reference forms available in the on-campus section of the website.

“On campus in Dubai, UAE”

Amer Sakkijha

Dubai, United Arab Emirates

“The MBA has changed my life. It transforms your way of thinking, you understand so much more about the world, and this builds self-esteem and confidence. I was promoted at work because my managers recognised and valued my development. The letters MBA on your CV are great, but they are so much more than that. They open up a new world”

AMER SAKKIJHA

Dubai, United Arab Emirates

USEFUL LINKS

- ebsglobal.net/on-campus-dubai
- ebsglobal.net/fees
The part-time MBA can be studied on-campus in Malaysia over a 24 month period. The state-of-the-art Heriot-Watt University Malaysia campus in Putrajaya provides students with the opportunity to study their chosen programme in exceptional facilities at the stunning lakeside campus with express links to Kuala Lumpur.

The part-time programme is approved by the MoHE and is fully accredited by the MQA. It comprises the same subject courses and examinations as the online MBA but additionally you’ll benefit from high quality teaching in English from UK and locally based faculty. It is ideal for those looking to study for a prestigious MBA while continuing in their full-time career.

Each student will receive all the study materials they need, including comprehensive course texts and access to interactive course websites and a course forum. You will benefit from 48 hours of tutored interaction for each core course and a large amount of your time will be spent studying independently (approximately 200 hours per course). A course typically consists of:

- two weekend seminars (Saturday and Sunday) led by an Edinburgh Business School faculty member from the UK or based in Malaysia, including simulations, case studies and class discussions
- a two-day revision session (Saturday and Sunday) to prepare you for your exam

These seminars allow a dynamic combination of students from the part-time programme as well as some of our independent learners, all with diverse experiences, backgrounds and cultures to share and exchange knowledge in a rich learning environment.

Start dates

The part-time MBA programme starts in September and January of each year. We recommend you submit your application at least two months before the start date. This will allow time for processing visa applications and pre-attendance study. While we try our best to accommodate all prospective students, Edinburgh Business School cannot guarantee that any applications received less than two months before the start date will be processed in time, particularly if a student requires a visa.

Fees

Up-to-date fees for the part-time MBA programme commencing in September and January each year are available in the fees section of the website.

Applications and admissions

Admission to the part-time MBA is by application and acceptance. Typically, you will have:

- a recognised first or second class honours degree or a degree qualification, or equivalent qualification recognised by the Malaysian government, acceptable to the University.
- a minimum of two years’ post-qualifying full-time work experience of a relevant nature.
- evidence of English language proficiency in the form of Academic IELTS 6.5. Other tests considered to be equivalent will be considered, with the exception of TOEFL/TOEIC.

To begin your MBA application for study on-campus in Malaysia, please download and complete the application and reference forms available in the on-campus section of the website.

USEFUL LINKS

- ebsglobal.net/on-campus-malaysia
- ebsglobal.net/fees

“Dr. Mohammed Ahsan, Malaysia

“I have always wanted to do an MBA with a highly reputable school, which offers a degree that is recognised and accepted globally. By combining my newly acquired skills and medical background I hope to be able to steer my profession, and the health industry as a whole, towards greater heights by using a modern and relevant approach that will benefit generations to come. Most of us spend time on less important activities on a daily basis. Imagine if all these hours could be put to better use such as studying for this MBA degree. I would say that with the Edinburgh Business School being at our doorstep, this is a golden opportunity to obtain a world-renowned MBA without having to leave your current job.”
Specialist MBAs

Getting to the top in your career is tough. It takes skill, determination and, of course, specialist knowledge. The specialist MBAs from Edinburgh Business School give you just that depth of understanding.

There are five specialist MBAs: Finance, Human Resource Management, Marketing, Oil and Gas Management and Strategic Planning. Each programme encompasses the same seven core courses of the standard MBA. But, instead of the two elective courses, you take four specialist courses in your chosen subject.

**MBA with a specialism in Finance**

Designed for finance professionals and others who want to strengthen their knowledge and boost their career.

Choose four of the following specialist courses:
- Corporate Governance
- Credit Risk Management
- Derivatives
- Financial Risk Management
- Mergers and Acquisitions
- Practical History of Financial Markets
- Quantitative Methods

**MBA with a specialism in Human Resource Management**

This programme is aimed at those already working in ‘people management’ who want to fully grasp the intellectual understanding required of the leading practitioners.

Choose four of the following specialist courses:
- Developing Effective Managers and Leaders
- Employee Relations
- Employee Resourcing
- Human Resource Development
- Human Resource Management
- Influence
- Managing People in Changing Contexts
- Managing People in Global Markets
- Managing Personal Competencies
- Negotiation
- Performance Management

**MBA with a specialism in Marketing**

An intellectually challenging programme that equips students with crucial knowledge of the key concepts, tools and techniques of marketing.

Choose four of the following specialist courses:
- Consumer Behaviour
- International Marketing
- Marketing Channels
- Marketing Communications
- Marketing Research
- Negotiation
- Principles of Retailing
- Quantitative Methods
- Sales Force Management
- Services Marketing

**MBA with a specialism in Strategic Planning**

Designed for individuals who are, or intend to become, senior managers holding substantive positions in large public or private sector organisations.

Choose four of the following specialist courses:
- Alliances and Partnerships
- Corporate Governance
- Competitive Strategy
- Leadership
- Making Strategies Work
- Mergers and Acquisitions
- Strategic Negotiation
- Strategic Risk Management

**MBA with a specialism in Oil and Gas Management**

This programme is aimed at experienced managers, or those aspiring to work in public or private oil and gas production, service provision or specialist engineering organisations. It has been specifically designed for those who want to gain cutting edge management skills and knowledge relevant to the oil and gas industry.

Study the following four specialist courses:
- Finance for the Oil and Gas industry
- Project Management for the Oil and Gas industry
- Strategic Planning for the Oil and Gas industry
- Strategic Negotiation for the Oil and Gas industry

With the exception of Strategic Negotiation for the Oil and Gas industry you must complete the relevant MBA core course before you complete the industry specific course.
The Edinburgh Business School MSc programmes are ideally suited for students whose ambition is to specialise in a particular area. They are interrogative, challenging and engaging.

We offer four MScs: Financial Management, Human Resource Management, Marketing and Strategic Planning. They each provide an in-depth examination of current business issues and established practices. You can study the MSc on your own or through selected Learning Partners.

Admission
An Edinburgh Business School MSc is open to all. The typical student will hold a recognised first or second class honours degree, or equivalent professional qualification. But for those who don’t, entry can still be gained by passing three MSc courses: the relevant business discipline and two other core courses.

Exemptions
If you hold an undergraduate degree in a relevant subject, you may be eligible for an exemption from that course. You may also be eligible for exemption if you are the holder of a recognised professional qualification.

Passes
The MSc degree is awarded when you successfully complete five core courses and four elective courses. A full subject listing is available on pages 24 – 25.

Interim/exit awards
Not every student completes the nine courses. Should you stop after passing three, which must include the relevant core discipline, plus two other core courses, you will be eligible for a Postgraduate Certificate in the relevant programme. Pass six, including all five core courses, and you will be eligible for a Postgraduate Diploma in the relevant programme.

Fees
Up-to-date fees for the MSc programmes are available in the fees section of the website.
MSc in Financial Management
The MSc has been designed to give financial professionals the ability to make a crucial contribution where it matters most in business: at the bottom line.
It provides a wide-ranging understanding of financial techniques and their application – but does not require a high-level mathematical understanding of finance theories. You will engage in a specialist study of the key areas of: corporate finance; mergers; investments; derivatives; credit risk and risk management. The knowledge you gain can be applied in very real, practical ways.
Careers in the sector depend upon a strong understanding of the foundations and dynamic nature of finance and the vagaries of investment behaviour. The MSc will give you that, preparing the way for a career in a wide variety of positions within the finance profession.
The Association of Chartered Certified Accountants (ACCA) exclusively recommend that ACCA affiliates and members progress to the MSc in Financial Management if they want a specialist postgraduate qualification. See accaglobal.com/en/discover/our-partners/academic-partnerships.html

MSc in Marketing
This intellectually challenging programme will help to create the marketing leaders of tomorrow. It will allow you to solve real problems and make the kind of informed decisions that can transform the marketing of your organisation.
This MSc will provide you with an understanding of the key marketing concepts, tools and techniques enabling you to add real value to your business and advance your career in the process.
The programme will appeal to graduates in non-business subjects who wish to develop a career in marketing and individuals who have business-related work experience and now wish to move into marketing, or upgrade their skills and decision-making capability in the discipline.

MSc in Human Resource Management
Ask any organisation to identify the key to their success and they’ll say “our people”. But for those people to perform at their best, they need to work in an atmosphere in which they feel valued and rewarded. The HR professional is one of the keys to delivering just that.
This programme will enable managers, whatever their present level of experience, to develop the strategic, functional and personal skills they need to meet the increasingly demanding roles of HR.
The programme also addresses the important interfaces between HR and other key business functions, including marketing and communications, information and communications technologies and knowledge management.

MSc in Strategic Planning
What does an organisation want to achieve? How does it go about achieving it? These are the fundamental questions at the heart of strategic planning. This MSc will help you answer them.
In a world of rapid change, organisations that can identify the need for change, design the changes needed and implement these more effectively and efficiently than others are more likely to survive and prosper.
Designed for senior managers holding substantive positions in organisations - this programme will help you develop a strategic understanding beyond your functional speciality.

A full list of courses can be found on pages 24-25.
The DBA

Theory and practicality. Research and business. A Doctorate in Business Administration is the bridge that brings these vital disciplines together.

Equivalent to a PhD, our DBA will allow you to use research methods to define, research and evaluate issues facing your organisation. The programme demands intelligence, diligence and determination; the rewards, however, can be significant - for your career and your organisation.

Our high calibre students have diverse, challenging careers, such as vice-president of a technology company in California, marketing executive in a European bank, head of control for a global fashion brands company and managing director of a strategy consulting agency.

The DBA programme is designed to support senior professionals and executives who are interested in developing their analytical and research skills and applying these skills in an operational setting.

The programme builds on our internationally successful MBA and MSc programmes, utilising established distance-learning-based delivery and support systems. Graduate with a DBA and you’ll be able to analyse complex issues and apply your research to solving real business and organisational problems. As you progress through your research you’ll generate an understanding of the synergies and insights that come from integrating different disciplines within the context of original research.

Structure

The DBA has two distinct stages; the course stage and the research stage. Complete both and you’ll be among the very best practitioners of research-based business solutions in the world.

The Course stage

Designed to develop your understanding of the methodologies and methods required to conduct doctoral level research. This is achieved through the completion of three business research courses.

The Research stage

The Mentored phase

With guidance from an academic mentor, you will define an appropriate subject for your thesis and then develop the necessary research plan.

The Supervised phase

This phase will see you conduct a literature search, a pilot study, carry out field research, then write and defend your thesis.

“Having taught in university for more than a decade, I decided to go for a doctoral degree with a prestigious university. Edinburgh Business School at Heriot-Watt University was the one. It took me about eight years to complete in 2013, the whole journey had not been easy and smooth, full of ups and downs, and challenges. But persistence finally paid. The beauty of this DBA programme is its flexibility, you can study at your own pace. Getting a DBA has opened a new chapter to my life in many respects, it is like a new starting point for my career. At work, I can apply what I learned in teaching and I’m able to teach at an even higher academic level, and I am able to conceptualize issues in a more critical and holistic manner.”
Admissions

Admission to the Edinburgh Business School DBA programme is by application and acceptance. To be eligible for the DBA programme, you must have five years’ experience and a relevant Masters degree – either an MBA or an MSc in business and management subject(s), or a relevant PhD. As well as this all DBA applicants must be able to demonstrate a fluent level of both spoken and written English.

There is no fixed start date for the DBA programme; you can apply and commence your studies at any time of year.

The Course stage

You must complete the three courses titled Introduction to Business Research 1, 2 and 3 which lead to the Postgraduate Certificate in Business Research. The courses will help you understand the research process:

Introduction to Business Research 1 provides a basic understanding of what doctoral research involves, being particularly helpful if you have not researched at this level before. The text prepares you for the submission of a Research Proposal for progression into the DBA.

Introduction to Business Research 2 covers research methodology and literature reviewing, focusing on how business and management research questions are addressed and refined. On completion, you will know how to prepare your work for an Intermediate Submission for formal review and onward progression.

Introduction to Business Research 3 covers methodology and research design in detail, dealing with the choice and use of data collection techniques, and the methods to reliably obtain valid and relevant information. Statistical analysis and modeling are presented in detail. The material also covers the Thesis Submission and Viva Examination procedures.

Each course is assessed by a written three-hour examination. Pass these and you will go on to discuss your research interests with an Edinburgh Business School Senior Mentor and develop an outline of your proposed area of research. The Senior Mentor will then review your academic transcript and planned topic to decide which, if any, additional courses are required. You must successfully complete these additional subject courses, each of which requires around 200 hours of study.

The Research Stage

The Mentored phase

Working in co-operation with your mentor, you will spend around six months developing your research proposal. Your mentor will be a senior academic with experience of mentoring DBA students, but not necessarily an expert in the subject of the proposed final thesis.

You’ll then submit your research proposal to the Edinburgh Business School DBA Research Committee for approval. Once the research proposal is accepted, you will be allocated a supervisor whose expertise lies within your proposed area of research.

The Supervised phase

Working under the direction of your supervisor, you will conduct a literature review that supports your research and methodology. You will then carry out your research and write your thesis.

Your supervisor will be a senior academic with specific knowledge of your chosen area of research. He or she may or may not be a member of our faculty, but will be part of our global network of academic supervisors. You will have approximately six hours of one-to-one contact time with the supervisor every month; communication will be primarily through our secure Student Portal.

As with the research proposal, each stage of your research must be developed to a level acceptable to the Edinburgh Business School DBA Research Committee. After acceptance of the literature review and synthesis, you will work on your thesis (up to 80,000 words in length) under the direction of your supervisor. The thesis is then submitted formally to Heriot-Watt University and assessment takes the form of a review followed by an oral ‘defence’, also known as ‘viva’. The examination will be conducted in person or by live video link.

Typically, the supervised stage lasts about three years, but this can vary based on the individual student.

Fees

Up-to-date fees for the DBA programme are available in the fees section of the website.

USEFUL LINKS

ebsglobal.net/dba
ebsglobal.net/fees
Edinburgh Business School has more than 70 DBA students at the Mentoring and Supervised stages; many more are at the Course stage.

Here are a selection of subjects currently being researched:

- The Impact of Coaching on Project Team Effectiveness in German IT Projects
- Situational Analysis of Personal Value Systems (PVS) of Chinese business managers and how they influence behaviour
- The Role Of Intangible Assets In Project Management Practices and Project Success
- Impact of Corporate Social Responsibility on Customer Loyalty: a study of the banking industry in Hong Kong
- Factors that Influence Success and Failure in Joint Ventures between Saudi Arabian and Western businesses
- Line Managers’ Engagement in Support of Employees’ Development: A study within the Oil and Gas Industry
- The Value of Formal Consortia and Competitor Interdependency in the Development of Consumer Technology Standards
- Accounting for Sustainability in the United Arab Emirates
- The Impact of Contract Dependence on Recruitment in Voluntary Organisations Operating in the UK Health and Social Care Sector
- An Investigation Into The Consumer Value Proposition of Private Label Brands in Cape Town, South Africa
- Testing the BOP Impact Assessment Framework Through Assessing Socio-Economic Impact of a Health Care Venture in Afghanistan
- Making the Matrix Work: How conflict can be managed when introducing the matrix organisation structure in growth markets: A case study in the Middle East
- The Influence of the Internal Stakeholder View on Recruitment Practice: A Swiss and German Case Study
- An Antiviral Disinfectant Research and Development Process Model for Small to Medium Enterprises Based within the United Kingdom

All DBA theses are available on the Heriot-Watt University Research Output Service at [http://www.ros.hw.ac.uk](http://www.ros.hw.ac.uk). The titles of a selection of recently completed theses are:

- The Internationalisation Process of Nigerian Banks: Influences and Entry Mode Choices
- Dynamic Managerial Capabilities and Competitive Advantage: An Empirical Analysis of Managers from the Finance and Insurance and Real Estate Sectors
- The DBA: original research, practical applications

---

DR DUSTIN QUIRK
Canada

“I truly feel that one of my greatest professional and personal accomplishments was completing my DBA through Edinburgh Business School (EBS). Through a determined and sustained effort combined with the educational flexibility of EBS and the great support of my supervisor, I was able to complete my studies while balancing my work and family obligations. The DBA has been instrumental in advancing my professional career as it has equipped me with the skills to conduct scholarly research along with building my knowledge of contemporary business and management. In addition, the programme has enhanced my ability to think critically and to identify, analyse, and solve problems. I would highly recommend the EBS DBA programme to anyone who is interested in taking their professional abilities and career to the next level… find out what excites and interests you, and go for it.”

---

USEFUL LINKS

[ebglobal.net/dba](http://ebglobal.net/dba)
[ebglobal.net/fees](http://ebglobal.net/fees)
"Being a senior business professional with many years in the corporate world (with Pfizer, AB, Barclays, Vodafone, and General Electric), I have always felt the need to take a step back and better understand the business world from a comprehensive conceptual perspective. This is where Edinburgh Business School provided the perfect answer. The school definitely has built its reputation on providing the perfect blend between conceptual academically solid theories, and a realistic practical approach that ensures theories and concepts are well proven and validated. Once I joined the DBA program, Edinburgh Business School lived up to my expectations and more. Despite being quite demanding in terms of focus and concentration on research work, nevertheless the field of study was closely related to my work experience. Such a fact was a key element that helped me balance between my work and study commitments. It further made every passing day feature a new experience and a lesson learned as I came to realize the profound links between theory and practice. Yet I must acknowledge the major transformation I have experienced in my thought process and my general conceptualization of issues. Throughout the journey I was overwhelmed by the world of knowledge I experienced while researching for my thesis. I have learned the entertaining way; enjoying the rich works of research and books have certainly expanded my scope of knowledge and challenged my traditional ways of thinking. The doctorate journey wasn’t all roses and entertainment. There were moments of real frustration and despair, especially when I presented work with full confidence, then received the feedback clearly stating how mediocre my work was. Yet again this was part of the beauty of the experience. At all times my supervising professor was providing clarity, support and comprehensive guidance. I am truly proud of every experience gained throughout my 3 1/2 years, which crystallized in acquiring my doctoral degree, with a new grounded theory in management."

"Having moved from being a research scientist with a natural sciences PhD to a senior manager in industry, I was keen to find a way to couple my scientific knowledge, with that of my role as a manager. Examining the EBS DBA convinced me that undertaking a DBA would give me a solid theoretical grounding and one applied to the practice of my business. It is rare that I praise any university, but Heriot-Watt is impressive, as their academics are not just ‘teachers’. They have had real experience of working in the environments they teach and research in, and this is very noticeable. I was not treated as a child, which is common for many doctoral students in other institutes. Instead, EBS is a professional environment that has many of the aspects I expect from a high performance business. Coupled with this is high-level academic research, and this is the strength of the DBA, as it fuses practice with theory. For me the DBA has enabled a new perspective, and one that continually grounds practice with theory. As such I have been able to draw on many aspects of the DBA in my work to more rigorously examine what we do and why. To show the variation the DBA has facilitated, rapid growth has been achieved in the life science sector we work in, and also for an animal charity I am engaged with. Whether you do a DBA should be based on what you want out of it. If you want a school experience with teacher academics with limited experience, there are countless opportunities for that. However, for the serious professional, the EBS DBA is the only way forward."

"After several years of working as a financial analyst and consultant, I had the desire to further enhance my academic background and to round up my profile as an expert. I chose the Edinburgh Business School for its well-structured DBA program, allowing me to complete an ambitious research project, while continuing my professional career. The school provided me with a remarkable environment, and most beneficial personal attention. I never felt alone in this challenging endeavour, as I could count on the support of experienced academics that were sharing their enthusiasm for research with me. Having invested a lot of time and effort to fulfil the demanding requirements of the program, we have not only acquired additional knowledge and skills, but also grown as a person. Now that I passed the “driving licence” in applied research, I would like to continue contributing to the knowledge base in my field of expertise and use the most relevant results in my work as a consultant. Already during the final stages of the DBA program I was presented with several new opportunities to apply what I learned in academia and business. I can strongly recommend the Edinburgh Business School to professionals that are truly committed to meeting its high academic standards."

Edinburgh Business School

Our programmes

23
### The courses and programmes

<table>
<thead>
<tr>
<th>Courses</th>
<th>MBA</th>
<th>MSc Marketing</th>
<th>MSc Financial Management</th>
<th>MSc HRM</th>
<th>MSc Strategic Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Core</td>
<td>-</td>
<td>Core</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Alliances and Partnerships</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Competitive Strategy</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Core</td>
</tr>
<tr>
<td>Consumer Behaviour</td>
<td>Elective</td>
<td>Core</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Elective</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Credit Risk Management</td>
<td>Elective</td>
<td>-</td>
<td>Core</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Derivatives</td>
<td>Elective</td>
<td>-</td>
<td>Core</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Developing Effective Managers and Leaders</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Economics</td>
<td>Core</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Employee Resourcing</td>
<td>Elective</td>
<td>-</td>
<td>Core</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance</td>
<td>Core</td>
<td>Core</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance for the Oil and Gas Industry*</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Financial Risk Management</td>
<td>Elective</td>
<td>-</td>
<td>Core</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Core</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Elective</td>
<td>-</td>
<td>Core</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Influence</td>
<td>Elective</td>
<td>-</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>International Marketing</td>
<td>Elective</td>
<td>Core</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Leadership</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Making Strategies Work</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Core</td>
</tr>
<tr>
<td>Managing People in Global Markets</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Managing People in Changing Contexts</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Core</td>
</tr>
<tr>
<td>Courses</td>
<td>MBA</td>
<td>MSc Marketing</td>
<td>MSc Financial Management</td>
<td>MSc HRM</td>
<td>MSc Strategic Planning</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------------</td>
<td>---------------</td>
<td>---------------------------</td>
<td>---------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Managing Personal Competencies</td>
<td>Elective</td>
<td>-</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marketing</td>
<td>Core</td>
<td>Core</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marketing Channels</td>
<td>Elective</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marketing Communications</td>
<td>Elective</td>
<td>Core</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marketing Research</td>
<td>Elective</td>
<td>Core</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mergers and Acquisitions</td>
<td>Elective</td>
<td>-</td>
<td>Elective</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Negotiation</td>
<td>Elective</td>
<td>Elective</td>
<td>-</td>
<td>Elective</td>
<td>-</td>
</tr>
<tr>
<td>Organisational Behaviour</td>
<td>Core</td>
<td>-</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Performance Management</td>
<td>Elective</td>
<td>-</td>
<td>Core</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Practical History of Financial Markets</td>
<td>Elective</td>
<td>-</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Principles of Retailing</td>
<td>Elective</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Project Management</td>
<td>Core</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Core</td>
</tr>
<tr>
<td>Project Managements for the Oil and Gas Industry*</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Research Methods for Business and Management</td>
<td>Elective</td>
<td>Elective</td>
<td>Elective</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Quantitative Methods</td>
<td>Elective</td>
<td>Elective</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales Force Management</td>
<td>Elective</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Services Marketing</td>
<td>Elective</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Strategic Negotiation</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Elective</td>
</tr>
<tr>
<td>Strategic Negotiation for the Oil and Gas Industry*</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Core</td>
<td>-</td>
<td>Elective</td>
<td>-</td>
<td>Core</td>
</tr>
<tr>
<td>Strategic Planning for the Oil and Gas Industry*</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Strategic Risk Management</td>
<td>Elective</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Core</td>
</tr>
</tbody>
</table>

* The relevant MBA core course must be completed before completing this industry specific elective.
Course descriptions

Accounting
Professor Niall Lothian, Professor John Small

Profit and loss accounts and balance sheets can tell you so much about the financial strength of an organisation. They can tell you that you’re not charging enough for your products - or too much. They can tell you if your overheads are too high or your people paid too much. This introduction to the vital discipline of accounting will give you an understanding of financial and management accounting techniques - and help you make crucial decisions for the future success of your business.

Alliances and Partnerships
Dr William Wallace

In business, there are always opportunities to boost performance in collaboration with others, be it another company, a trade organisation or a group of like-minded people. In doing so, you can share resources and knowledge and strengthen any areas of perceived weakness. This is particularly helpful if you’re looking to expand into new markets or product and service areas. Alliances and Partnerships will provide you with the tools you need to evaluate the potential of any collaboration.

Competitive Strategy
Professor Neil Kay

This course will help you identify important new opportunities for business advancement, in areas such as new markets, technologies and global expansion. Crucially, it will also help you to understand how you can exploit these opportunities, perhaps through internal expansion, acquisition or strategic alliance. Competitive Strategy provides you with a set of analytical approaches and tools to help evaluate the strategies that could make all the difference to your business.

Consumer Behaviour
The late Dr David Statt, Jane Priest, Professor Stephen Carter

We engage in consumer behaviour, every single day of our lives. Yet how much do we actually understand the imperatives behind this all-pervading consumption? Consumer Behaviour adopts a psychological approach to its subject matter. We’ll look at issues such as: why consumers buy; what they buy; and how they respond to marketing and advertising influences. At course end, you’ll get right inside the mind of the consumer to develop an understanding that could help shape your business in the years ahead.

Corporate Governance
Dr Kathryn Vagneur

The modern board of directors is not only responsible for the strategic direction of the company, it is entirely responsible for corporate adherence to an ever-changing framework of law. Balancing both can be very difficult to achieve, particularly if you have had little previous experience with legal issues. Corporate Governance will help to establish a clear skillset for company directors allowing them to reconcile external and internal controls, risk management, competitive behaviour and adherence to corporate law.

Credit Risk Management
Ken Brown, Dr Peter Moles

Credit - and the risk it poses - has always been a major issue for businesses as they deal with individuals and other companies. But it is even more acute in times of economic downturn. This course provides an understanding of the credit process, from good credit to bad, and the management of financial distress. The course will examine credit risk modelling, the assessment and management of credit risk and the problems that companies face during financial distress and bankruptcy.

Derivatives
Dr Peter Moles

As one of the key functions of the financial system and one of the analytical pillars of finance, risk management is a crucial component in business success. In order to transfer and mitigate risk, a company will often turn to financial instruments such as derivatives. This course will give financial executives an understanding of what derivatives can achieve and how they are priced.

Developing Effective Managers and Leaders
Professor Chris Mabey

Management development refers to the process by which individuals improve their capabilities and learn to perform effectively in managerial roles. But the enduring simplicity of this definition is deceptive. Each element attracts controversy. For instance, what exactly is included in the term development, and how is this to be distinguished from management training, education and learning? Why should we focus exclusively on managers and managerial roles? What is meant by effective performance and how is this to be interpreted and measured? All vital questions which this course will answer.
Economics
Professor Keith Lumsden

Very few managers have a good grasp of economic principles. But they should. Here’s why: at a macro level factors such as the business cycle, interest rates and exchange rates directly affect product demand and cost of production. At a market level, the type of competition, ranging from monopoly to perfect competition, determines profitability and business strategy. At a company level, efficiency principles, including marginal analysis, opportunity cost and profit maximisation, have a direct bearing on business success. This course will help business executives to predict changes in market conditions, understand competitive forces and allocate resources efficiently.

Employee Relations
Mike Leat

The modern business world is complex. Increasing globalisation, larger, more fluid supply chains and ever-growing routes to market have led to a more fractured business-employee relationship. What this means for both the individual and the organisation is the focus of this course. It examines the employment relationship, the conflicts inherent to that relationship and the processes used to resolve these conflicts and manage the relationship. The result: a better, more empathetic approach to employee relations.

Employee Resourcing
Professor Paul Iles

Every business says that people are the key to their business. But the best people in the world won’t be enough if you don’t harness their skills effectively. This course analyses the key resourcing methods a company can employ, including staffing (recruitment, selection, retention and dismissal), performance (appraisal and management of performance), administration (policy development, procedural development, documentation) and change management.

Finance
Professor Kenneth Boudreaux, Ken Brown

Different investment projects generate different cash flows and different levels of risk. But how do you decide which project will bring most benefit and how do you balance the need for investment with the availability of capital? One set of figures can help you answer these key questions: the net present values. This course will give you a clear grasp of the financial tools you’ll need to generate these figures and understand the principles of financial analysis and quality trade-offs, as well as project management techniques.

Finance for the Oil and Gas Industry
Ken Brown, Dr Peter Moles, Dr Kathryn Vagneur, Dr Craig Robinson

This course articulates from the core Finance course, examining familiar concepts in an oil and gas industry context, and introducing new concepts that are of relevance to managers in the oil and gas industry. This course is designed to enhance the ability to apply financial tools and ideas to organisations in the oil and gas industry.

Financial Risk Management
Dr Peter Moles

Managers with a finance responsibility are expected to have a working knowledge of the principles and practices of financial risk management. But more than that, the modern finance manager needs to be able to make important decisions for the future success of the business. The rationale for this course is straightforward: to provide executives with the tools they need to analyse, control and reduce business risk in volatile financial and commodity markets.

Human Resource Development
Stephen Gibb

Employees not only have a job to do, they have a duty to support the organisation’s business objectives. Effective learning is key to this. Increasingly, that means work-based learning which is self-directed and focuses on increasing an individual’s flexibility and adaptability. This course will give the well-rounded manager, irrespective of their own role, the ability to provide that learning opportunity.

Human Resource Management
Professor Tony Keenan

The concept of human resource management is simple: to ensure the people within an organisation are managed and utilised effectively. Achieving that key goal in practice is, of course, rarely that straightforward. Human Resource Management helps executives understand the theory and the practice of HR, from a strategic and an operational perspective. In doing so, the course will help create HR managers capable of making a key contribution to the overall success of their organisation.
Influence
Professor Gavin Kennedy

Influence can be defined as ‘the process by which we obtain what we want by affecting the thoughts, feelings and behaviours of others over whom we may have limited or no authority but who are able to make decisions that affect ourselves and our organisation.’ This course will help you grasp the import of that definition and how influence can be used to deal with other managers, upwards and sideways and in, across and between organisations.

International Marketing
Dr Philip Cateora, Dr John Graham

In a global marketplace, boundaries are crossed, either physically or online, every hour of every day. It’s vital, therefore that we grasp the opportunities presented by cross-border transactions and understand just what it takes to communicate with far-flung consumers. International Marketing identifies and analyses the key cultural and environmental characteristics of any nation or global region and highlights the importance of viewing international marketing management from a global perspective.

Introduction to Business Research 1
Professor Devi Jankowicz, Professor Patrick O’Farrell, Dr William Wallace

Provides a basic understanding of what doctoral research involves, being particularly helpful if you have not researched at this level before. The text prepares you for the submission of a Research Proposal for progression into the DBA.

Introduction to Business Research 2
Professor Devi Jankowicz, Dr William Wallace

Covers research methodology and literature reviewing, focusing on how business and management research questions are addressed and refined. On completion, you would know how to prepare your work for an Intermediate Submission for formal review and onward progression.

Introduction to Business Research 3
Professor Devi Jankowicz, Frances Pfab, Professor Patrick O’Farrell, Dr William Wallace

Covers methodology and research design in detail, dealing with the choice and use of data collection techniques, and the methods to reliably obtain valid and relevant information. Statistical analysis and modeling are presented in detail. The material also covers the Thesis Submission and Viva Examination procedures.

Leadership
Tony Berry, Richard Bunning

Are people born leaders? Or can the characteristics necessary for leadership be developed? This course will help you answer these questions and, in doing so, enable you to understand the theories, issues and tools of leadership itself. At course end, you will not only put yourself in a position to lead, you’ll have the tools at your disposal to develop leadership in your organisation.

Making Strategies Work
The late Professor Alex Roberts, Dr Andrew Maclennan

Strategic planning in business is all well and good. Implementing that plan, however, is a different matter. The mark of a powerful CEO or business leader is knowing how to instigate and achieve both. Making Strategies Work examines all the issues that both help and hinder a good business plan and shows how a series of complex monitoring and control tools can keep the strategy on course.

Managing People in Changing Contexts
Professor Graeme Martin

Change is an inevitability. It’s how we deal with it that counts. Managing People in Changing Contexts examines how the individual is affected by the process - and how the power of change can be harnessed to the benefit of both the employee and the employer. It will help managers understand the key issues and provide them with practical advice, frameworks and tools to help them manage change more effectively. The course draws on a wide range of original research cases and illustrations drawn from companies in the US, UK, continental Europe and Asia.

Managing Personal Competencies
Dr Iain Henderson, Martin Dowling

Before we can become efficient, effective managers, we first need to manage our own skills, our own time and our own potential. Managing Personal Competence will help you develop the personal skills you need to make the most of your business and inter-personal qualities. We’ll then look at how you can best utilise those skills to influence others, whether in your own organisation or beyond.
Managing People in Global Markets  
**Dr Monir Tayeb**

How did the major global players reach their position of pre-eminence? It seems a question with many potential answers. Yet, the one real key solution is one we can all understand: people. Managing People in Global Markets examines how international organisations go about managing their multicultural workforce, what complications they may encounter in doing so and how they might deal with them. The course also discusses a number of other strategic and managerial issues with a bearing on global employee management.

Marketing  
**Professor John Mullins, Professor Orville Walker, the late Professor Harper Boyd, Dr Barbara Jamieson**

The success or failure of a product or service may have little to do with the article itself. It can, in fact, come down to the marketing decisions you take. This course will help you make the right ones and enable you to analyse and critically evaluate marketing problems and opportunities. It will also help you develop and implement marketing strategies and programmes which take best advantage of your firm’s situation.

Marketing Channels  
**Dr Lou Pelton, Dr David Strutton, Dr James Lampkin**

With the explosion in virtual and multi-media channels comes important new opportunities to grow business. Marketing Channels will show how market value and sustainable competitive advantage can be made by selecting and exploiting the right combination, ensuring you speak to the right people in the right way. The course provides an up-to-date perspective of the relationships among marketing channels using the Channel Relationship Model (CRM).

Marketing Communications  
**Chris Fili, Dr Barbara Jamieson**

Marketing Communications lies at the heart of both the relational and transactional exchange between a business and its people and customers. This course will help executives to clarify their communication strategies through an examination of issues such as: the interlinking of corporate, marketing and communication strategy; the blend of internal and external communications; the relational aspects of network communications; the context within which marketing communications operate; and how audiences frame and interpret marketing messages.

Marketing Research  
**Professor Tony Proctor**

Marketing needs research. It seems an obvious statement but all too often a strategy will be formulated without an adequate interrogation of the reasoning behind it. This course corrects that mistake through a solid understanding of the marketing research process, as well as the skills necessary to undertake marketing research of both a qualitative and quantitative nature. The emphasis is firmly on the practical application of the discipline, using marketing research to solve real marketing problems.

Mergers and Acquisitions  
**Dr William Wallace, Dr Peter Moles**

Mergers and acquisitions rarely create shareholder value. Which begs the obvious question: why is it so difficult? There are three answers to this. First, organisations need to be clear about their strategic fit. Second, the price paid often reflects potential gains and not actual results. Third, the change processes necessary to achieve successful integration are typically not identified up front. In examining real case studies, as well as innovative theoretical approaches, Mergers and Acquisitions will help executives to make better M&A decisions in the future.

Negotiation  
**Professor Gavin Kennedy**

A good negotiator can prove invaluable in business. This course aims to develop sound negotiation skills and help managers make decisions crucial to their own careers and those of the businesses with which they work. It provides a thorough grounding in both the science and practice of negotiation and looks at how various academic disciplines, such as economics, psychology, sociology, politics, anthropology and mathematics have contributed to the science of negotiation.

Organisational Behaviour  
**Professor Bob Dailey**

Organisational Behaviour examines the structures of our places of work and lays out ways in which they can be improved. The course looks at issues such as: our ability to motivate workforces and capitalise on their abilities; the way in which we can develop appropriate incentives, create effective teams and design an attractive job environment; and how we can best manage the dynamics of organisational change. Understand the principles of organisational behaviour and you understand how you relate to other members of the organisation. This course
Performance Management
Dr Herman Aguinis

Performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning that performance with the strategic goals of the organisation. The course looks at topics such as the design and implementation of individual and team performance management systems, coaching, feedback and measurement. Students learn from more than 30 integrative cases and numerous examples from organisations in different sectors and geographies, as well as scholarly and practitioner-oriented bibliographic sources.

Practical History of Financial Markets
Andrew Smithers, Stephen Wright, Professor Gordon Pepper, Dr Peter Warburton, Joachim Goldberg, Herman Brodie, Barry Riley, Russell Napier

It may feel like we live in an ephemeral world, where each new idea fades almost as quickly as it was born. Yet, there are important lessons from history we need to heed, many of which are locked up in the heads of older practitioners in the field. Practical History of Financial Markets uncovers these theories and helps the new generation to learn their import afresh. Fund managers in particular will value the historical context within which current events can be interpreted.

Principles of Retailing
Suzanne Fernie, Professor John Fernie, Christopher Moore

Retailing is perhaps the fastest changing industry of all. This course considers how retailers can both react to change and to instigate it through a rapid organisational response to changing consumer demands. As well as examining operational functions of retailing, the course shows how the integration of marketing, buying and logistics functions drive the growth of retail organisations. The course also investigates future patterns for retail growth particularly in international/global retailing and in e-commerce.

Project Management
Dr William Wallace

Implementing organisational change can be seen as a project in its own right, with time, cost and quality trade-offs. Keeping the project on track, with a minimum of surprises, comes down to the way in which that change is managed. This course provides you with the project management tools and techniques that, first, identify the processes involved, then sets out how you go about achieving them.

Project Management for the Oil and Gas Industry
Dr William Wallace

This course takes the basic ideas, tools and concepts developed in Project Management and concentrates on a number of key areas, including contracting, risk, disputes and uncertainty, developing them in more detail with a specific emphasis on the oil and gas industry. It is designed for people in the oil and gas industry who are looking to develop their project management skills in areas that are of specific application in that industry.

Quantitative Methods
Professor David Targett

Accurate information lies at the heart of all sensible business decisions. And as that information will often come in numerical form, it’s vital that you have the skills capable of interpreting it. This course will not only help you organise and understand the all-important numbers, it will enable you to use those figures to make sound business decisions.

Research Methods for Business and Management
Professor Devi Jankowicz

A thorough understanding of the methods and processes of business research is the key component of this course. We look at the concept of research, both original and applied, and examine how information can provide a greater understanding of your business and its successful management. We’ll examine semi and fully structured primary data techniques and show you how to write a research dissertation.
Sales Force Management
Professor David Jobber, Professor Geoff Lancaster

An integrated approach to sales management has a direct effect on sales performance. As well as providing a thorough and up-to-date overview of the accumulated theory and research evidence relevant to sales force management, this course considers the subject from a strategic perspective. We also examine the practical actions sales managers can take to direct, influence and control sales staff.

Services Marketing
Christopher H. Lovelock, Sandra Vandermerwe, Barbara Lewis, Suzanne Fernie

The services sector has witnessed dramatic changes in recent years, particularly in areas such as technology and globalisation. This has opened the door for innovative newcomers to prosper, offering new standards of service that are beyond those of more established competitors. This course, therefore, emphasises just how important it is for service organisations to adopt a dynamic, distinctive approach to the planning and implementation of key marketing strategy.

Strategic Negotiation
Professor Gavin Kennedy

Strategy is not a series of axioms to be learned by heart; it is about the application of thoughtful analysis to real-world problems. This course offers just that, with a series of case examples drawn from a wide range of industries and business situations, as well as colleagues who have demonstrated competence in this field. The subjects provide a framework for your understanding of the strategic negotiation process and help you apply the process to a wide range of contemporary business situations.

Strategic Negotiation for the Oil and Gas Industry
Professor Gavin Kennedy, Florence Kennedy-Rolland

This course focuses on the generation and implementation of negotiation strategy. Strategy is not a series of axioms to be rote learned; it is about the application of thoughtful analysis to real-world problems. Strategic Negotiation for the Oil and Gas Industry follows this advice into the implementation phase of strategy and is organised around case examples to demonstrate the application of the concepts from its process model to the real world.

Strategic Planning
Professor Alex Scott

The ultimate responsibility of the CEO is to steer the organisation through a complex and ever-changing corporate environment. It’s a journey that needs objectives to be set and strategies to be created, implemented and measured. This is not a straightforward process. There are no easy answers. Strategic Planning, therefore, enables you to think effectively and use the strategic process to develop a sound understanding of the business opportunities and challenges you face.

Strategic Planning for the Oil and Gas Industry
Professor Alex Scott, Dr Craig Robinson

This course revolves around the global oil and gas industry supply chain, giving you an understanding of every part of the oil and gas industry. This industry-specific course is designed to enhance understanding of the concepts already presented by applying them to the oil and gas industry. It tackles industry-specific issues and their strategic implications.

Strategic Risk Management
Dr William Wallace, Neil McClure

Financial risk is often equated to corporate risk. It is, however, only one element in an organisation’s overall strategic risk profile, alongside change risk, operational risk and unforeseeable risk. Strategic Risk Management helps managers to identify and manage risk in all its dynamic complexity. It’s a potent tool kit with wide-ranging applications across both the private and public sectors.
A social network

In this era of global communications, it is as easy to study with someone on the other side of the world as it is someone in the next classroom.

At Edinburgh Business School, we offer students the opportunity to stay in touch with faculty and fellow students using a wide variety of social media and other online tools, including our own webboards and discussion groups so that you can choose the one that suits you.

We also like to meet our alumni, students and prospective students face-to-face, which is why we hold networking events, teaching seminars and information sessions around the world each year.

Facebook
Join us – ‘like’ our Edinburgh Business School page. Here we post our news and other stories regarding our events and activities around the world that we think you’ll find interesting. facebook.com/EdinburghBusinessSchool

Students are invited to join their peers in our local Facebook groups, where you can chat and exchange ideas with fellow students and alumni, in an informal and friendly environment.

Twitter
Follow us - we tweet our news and updates on events that we’re hosting around the world, and help keep students on track with reminders and notifications of key dates. twitter.com/ebs_global

YouTube
Visit our YouTube channel to see testimonials from our alumni, graduation ceremonies and events from around the world. You’ll also find out insider tips on ‘getting started’ with your studies alongside programme and subject overviews. youtube.com/HWEBSGlobal

LinkedIn
Our LinkedIn groups encourage students and alumni to network professionally, to build on and continue their education through discussion and exploration of current business topics. linkedin.com/groups?gid=2352071

Blog
The Edinburgh Business School blog delivers news and promotes discussion from our faculty about current business topics. ebsglobalblog.net

Watercooler
Set-up and maintained by Edinburgh Business School alumni (and, therefore, not an official Edinburgh Business School forum), Watercooler is a peer-to-peer network that gives prospective and current Edinburgh Business School students a forum to discuss coursework, support materials and programmes.

Go to www.ebsglobal.net and click through, or go straight to http://forums.delphiforums.com/hwmba
INDEPENDENT LEARNING
Study on your own, at your own pace from anywhere in the world.

LEARNING PARTNER
Closer to home, find help and study support at one of our 23 international Learning Partners, in key locations across the globe.

ON-CAMPUS
Study at a Heriot-Watt University campus in Edinburgh, Dubai and Malaysia and benefit from high quality teaching by the School’s international faculty.

STUDY OPTIONS

INDEPENDENT LEARNING
Delivered by Approved Tutors at our international network of Learning Partners, choose structured online tuition, online revision or one-to-one online mentoring.

INTENSIVE SEMINARS AND REVISION SESSIONS
Delivered at our Edinburgh, Dubai and Malaysia campuses, our intensive four-day seminars and two-day revision sessions are especially valuable to independent learners who benefit from focused classroom time.

ONLINE TUITION

ONE COMMUNITY
MORE THAN 11,800 ACTIVE STUDENTS
MORE THAN 19,000 ALUMNI
MORE THAN 400 EXAM CENTRES
3 CAMPUSES
23 LEARNING PARTNERS
165 COUNTRIES

HOW IT WORKS AND SUPPORT

BLOG
WATER COOLER
LinkedIn
YouTube

Global reach

Edinburgh Business School is truly international.

We have students studying in 165 countries on six continents. Some will study on their own using the School’s excellent online resources. Others will study with us in Edinburgh, Dubai or Malaysia or at one of our Learning Partners. Most will study using a combination.

Africa (sub-Sahara)
Please contact the regional office for further information about the range of local support for EBS programmes in this region.

EBS Southern Africa
Johannesburg
Tel: +27 (0)11 513 4017
ebssa@ebs.hw.ac.uk
ebsglobal.net

Arab world
EBS Arab World is a strategic partner of Edinburgh Business School in the Arab world and specialises in the needs of students from these regions.
EBS Arab World is responsible for marketing of the Arabic version globally.
For full details and further information, contact EBS Arab World.

EBS Arab World
Sayegh Building
Zouk Mosbeh, Kesrouan, Lebanon.
Tel: +961 9 222 827 / +961 9 224 827 / +961 76 966 963
Fax: +961 9 224 828
ebsmba@ebsarabworld.com
(arabic@ebsarabworld.com
(for the MBA in Arabic)
ebsdba@ebsarabworld.com
(for the DBA)
ebsglobal.net

Asia
Please contact the regional office for further information about the range of local support for EBS programmes in this region.

EBS Asia
Tel: +852 9043 3373 or +86 158 1471 3121
Fax: +852 3003 6233
st@ebs.hw.ac.uk
ebsglobal.net

Australia and New Zealand
Please contact the regional office for further information about the range of local support for EBS programmes in this region.

EBS Australia & New Zealand
Sydney
Tel: +61 2 88964359
ebzan@ebs.hw.ac.uk
ebsglobal.net

Canada
Please contact the regional office for further information about the range of local support for EBS programmes in this region.

EBS Canada
Tel: +1 905 597 4075
Toll Free: 1 800 607 2779
info@ebscanada.net
ebsglobal.net

Dubai campus
Please contact the Dubai campus for further information about the range of local support for EBS programmes in Dubai.

Heriot-Watt University Dubai Campus
Dubai International Academic City
PO Box 294345 Dubai, United Arab Emirates.
Tel: +971 (4)435 8770
dubaimba@ebs.hw.ac.uk
ebsglobal.net

Latin America
Please contact the regional office for further information about the range of local support for EBS programmes in this region.

EBS Latin America
Tel: +1 305 716 4177
ebslatam@ebs.hw.ac.uk
ebsglobal.net

Malaysia campus
Please contact the Malaysia campus for further information about the range of local support for EBS programmes in Malaysia.

Heriot-Watt University Malaysia Campus
No.1, Jalan Venna P5/2
Precinct 5, 62200,
Putrajaya, Malaysia
Tel: +603-8894 3888
malaysiamba@ebs.hw.ac.uk
ebsglobal.net

USA
Please contact the regional office for further information about the range of local support for EBS programmes in this region.

EBS America
Tel: +1 305 455 9455
Toll Free: 1 877 622 3272
info@ebsamerica.net
ebsglobal.net

For all other countries of the world, contact:
Enquiries
Edinburgh Business School
Heriot-Watt University
Edinburgh EH14 4AS
Tel: +44(0) 131 451 3090
enquiries@ebs.hw.ac.uk

USEFUL LINKS
EBSGlobal.net/contact-us
EBSGlobal.net/learning-partners

We have students studying in 165 countries on six continents. Some will study on their own using the School’s excellent online resources. Others will study with us in Edinburgh, Dubai or Malaysia or at one of our Learning Partners. Most will study using a combination.
Faculty

Highly qualified, internationally respected - Here is a snapshot of the core course leaders and their expertise.

Dr Iain Henderson
Senior Teaching Fellow, Organisational Behaviour

Iain is the subject leader for Organisational Behaviour and programme leader for the MSc in Human Resource Management. He is also the School’s Director of Research and his 2011 HR book for MBA students is already on its third edition. “Having started lecturing in the early 90s, you could say the teaching bug has never left me!”

Gerry Reilly
Teaching Fellow, Economics

A former school teacher, Gerry has found his true home at Edinburgh Business School: “I can combine my academic and industrial knowledge to help put subjects into context.” That practical experience includes project management with Hewlett-Packard; a role which saw him travel the world training the next generation of company managers.

Dr Barbara Jamieson
Senior Teaching Fellow, Marketing

Barbara had worked in both London and Edinburgh for many years before studying for an MBA and DBA at Edinburgh Business School. “My responsibility isn’t just to the students in the classroom,” says Barbara, “but also to the thousands of students around the globe; many of whom will be studying independently. I entirely empathise with them.”

Murray Steele
Senior Teaching Fellow, Accounting

Murray is a qualified accountant and member of the Institute of Chartered Accountants of Scotland (ICAS) and has extensive teaching experience, with the School, ICAS and the Chartered Management Institute. During his many years in industry, Murray helped spin-out a number of technology companies, from Heriot-Watt University as well as Siemens in Munich.

Ken Brown
Senior Teaching Fellow, Finance

Ken is Senior Teaching Fellow and course leader for Finance having previously worked as a Finance lecturer in the Department of Accountancy & Finance at Heriot-Watt University. His main areas of interest are mergers and acquisitions, credit risk management and financial distress in companies.

Dr William Wallace
Senior Teaching Fellow, Project Management

A graduate of three UK universities, William was awarded his PhD by Heriot-Watt University in 1986. William helped to develop the Edinburgh Business School’s MBA Project Management course. He is author of a number of key School texts on both the MBA and DBA programmes.

Dr Craig Robinson
Senior Teaching Fellow, Strategic Planning

Craig is course leader for Strategic Planning and a Senior Teaching Fellow at Edinburgh Business School. He runs seminars for the school and corporate clients around the world. His research interests include strategy processes and environmental scanning practices, as well as oil price movements and management processes in the energy industry.

USEFUL LINKS

- ebsglobal.net/about-us
- ebsglobal.net/faculty
Faculty, associated faculty and authors

Our faculty and course authors comprise academics based permanently at the School and expert contributors from business schools around the world, including London Business School, Imperial College London, INSEAD, Tulane University and Stanford Business School.

Herman Aguinis
Nic Beech
Tony Berry
Kenneth Boudreaux
Herman Brodie
Ken Brown
Trevor Buck
Thomas Buergi
Richard Bunning
Stephen Carter
Angeline Chivapathy
Atanas Christev
Robert Dailey
Shai Davidov
Martin Dowling
John Fernie
Colin Garvie
Stephen Gibb
Joachim Goldberg
Robert Hartnett
Iain Henderson
Paul Iles
Barbara Jamieson
Devi Jankowicz
Shirin Jarrar
Neil Kay
Tony Keenan
Florence Kennedy
Gavin Kennedy
Mike Leat

Niall Lothian
Keith Lumsden
Chris Mabey
Robert Macintosh
Donald Maclean
Andrew Maclennan
Graeme Martin
Neil McClure
Stephen McLaughlin
Peter Moles
John Mullins
Russell Napier
Patrick O’Farrell
Louise Osmond
Robbie Paton
Frances Pfab
Jane Priest
Gerry Reilly
Barry Riley
Craig Robinson
Alex Scott
John Simmons
John Small
Murray Steele
David Targett
Monir Tayeb
Kathryn Vagneur
Orville Walker
William Wallace
Peter Warburton
What next?

Just by reading these words it is clear you are serious about transforming your career. We believe joining Edinburgh Business School is the next step for you in achieving your ambitions.

In these pages, we’ve provided an introduction to the quality of our programmes, to the expertise of the faculty and to the flexibility we offer. You’ve also read what some of our graduates have had to say, graduates who have benefited enormously from the breadth and depth of learning they have experienced with us.

If you have a thirst for knowledge and a passion for learning, you’ll find your hard work is rewarded - both here at Edinburgh Business School and in the years to come.

The next big step in your career starts right here.

Step 1: How do I want to study?

On my own as a distance learner
On-campus in Edinburgh
On-campus in Dubai
On-campus in Malaysia
With my local Learning Partner

Step 2: Make study choices

Choose a course
Find out more
Find out more
Find out more
Where’s my nearest partner?

Step 3: Order or apply

Order course
Apply
Apply
Apply
Apply

You might choose one route - or you may decide to combine two or three. The choice really is yours.

To find out more, ebsglobal.net/study-options