



University of Glasgow | Business School

MBA



Accredited by
**Association
of MBAs**



Broadening horizons

The MBA at Glasgow

The Glasgow MBA is an experience that will change your life.

The MBA programme at the University of Glasgow will help you to think critically. As you progress through the programme you will begin to question what you already know, stripping away preconceived ideas to develop better approaches to life and to business. We know this because we have been transforming managers since 1976.

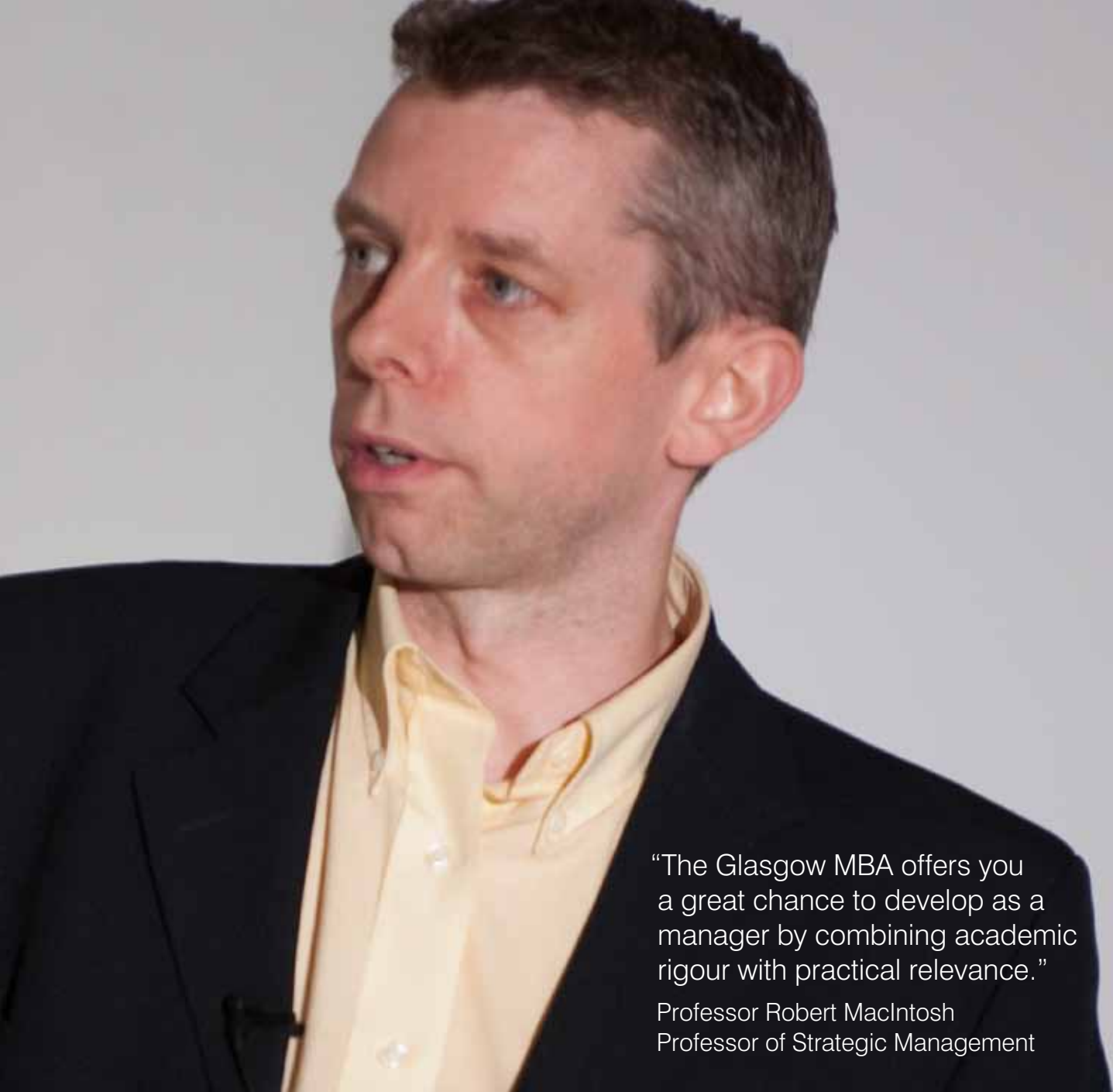
You will benefit from the experience of world-class teaching from academics in the areas of Marketing, Risk, Strategy, Project Management, Leadership and Supply Chain Management. Our academics are invited to consult and research with organisations around the world, giving them first-hand insight into how organisations work. This means that teaching on the Glasgow MBA is at the cutting edge of business knowledge.

When you enter the Glasgow MBA you join an international community built on the foundation of Scottish hospitality. Participants are welcomed from all over the world to learn from each other and to gain a truly international perspective. No matter where you are from, or in which industry you have worked, you will feel at home in Glasgow. Through shared experiences and multi-cultural teamwork you will develop life-long friendships.

The Glasgow MBA will teach you the skills and tools needed to be a successful manager, which is only the beginning. The Glasgow MBA matches an ancient tradition of academic excellence with exposure to contemporary business practice. The international experience that our MBA provides will give you a broader perspective on the challenges facing future leaders and managers working in an ever changing world.

“The programme has everything in it – from strategic management, to HRM and marketing – and tackles a wide range of relevant, current topics. Those are its key strengths, in fact – its relevance to current issues and its diversity of topics.”

Marcelo Affonso, Amazon



“The Glasgow MBA offers you a great chance to develop as a manager by combining academic rigour with practical relevance.”

Professor Robert MacIntosh
Professor of Strategic Management



What you will learn



The MBA Programme

The Glasgow MBA is offered as a one-year, full-time programme or can be completed on a modular basis over two years. The programme runs from September to September every year, with graduation held in late November/early December.

The Glasgow MBA is structured to enhance your personal and academic development. The programme includes orientation and induction sessions ahead of the core courses to address your individual needs as you set out on the MBA programme. The core courses are followed by optional courses, allowing you to focus on the areas of learning that are most suited to your future development. The programme finishes by offering you the considerable practical benefits of a consultancy project, as well as the in-depth and applied analysis of a dissertation. Personal development sessions are provided throughout the programme to help you reflect on your progress and enhance your potential.

Programme structure

1. Induction
2. Critical Enquiry
3. Strategy and Organisational Performance
4. Strategic Foresight
5. Specialist optional courses
6. Personal development, reflective practice and leadership

Induction

Induction is designed provide an introduction to the MBA, its learning objectives and methods of delivery, and support services such as the library that together form a key part of the MBA experience.

Critical Enquiry

This course will introduce you to the intellectual perspectives and methods of research and enquiry that underpin the Glasgow MBA. In this course you will explore the many different disciplinary and methodological traditions that should inform effective analyses of the business world. In this course you will learn how informed thinking and analysis will assist you in making decisions, and delivering better business outcomes.

Strategy and Organisational Performance

This course integrates the key disciplines of strategy, managing people and resources, marketing, accounting & finance and economics. You will develop the skills expected of senior managers working in a variety of contemporary organisations. You will be introduced to a range of tools, techniques and practices that are commonly used in both public and private sector organisations.

Strategic Foresight

This course will help you identify and understand the key challenges that organisations face as they seek to develop sustainably in a fast changing world. You will be introduced to a range of intellectual and disciplinary perspectives from across the social sciences and disciplines such as engineering, environmental science and medicine.

This course includes guest lecturers from successful organisations that will seek to answer key questions such as:



- Is globalisation playing out as expected?
- What degree of control do managers really have over their organisations and their people?
- To what extent are innovation and diversity really present in contemporary organisations?
- How is technology and innovation changing the shape and scope of organisations?
- How should managers react to a more uncertain world?

Previous speakers include Tom Purves, former CEO of Rolls-Royce Motor Cars; Brian McBride, Managing Director of Amazon UK; Kate Armstrong, founder of Confused.com; Jacqueline Redmond, Vice President of Natural Gas Exploration Projects, Royal Dutch Shell and Sue Kershaw, Executive Head of Programme and Contract Delivery, Olympic Development Authority.

Specialist optional courses

Following the core courses, you have the choice of five specialist options from a range of over 20 courses. The wide range of electives offered – from International Entrepreneurship, to Change Management, Risk Management and specialist marketing courses, allows you to tailor your MBA experience to your future career development plans.

You can also choose to study at one of two international business Summer Schools held in Europe and Asia each year (this option is at extra cost).


Personal development, reflective practice and leadership

This element runs in parallel with the rest of the programme, beginning immediately after Induction. It is made up of four components: personal development planning; consultancy project or exchange; research techniques training and the primary research project of the dissertation.

In this course you will undertake a group project to test the skills and techniques you have accumulated through the programme. A choice will be offered between two options: you will either spend time analysing a real business problem for the benefit of a partner organisation, or you will travel to one of our partner Schools abroad to learn about business in an international context (this option is at extra cost).

Dissertation

The dissertation is a substantial business-related, investigative, and analytical piece of original research. You will work on your dissertation from May to the end of September if you are a full time participant, or during the second year if you are taking the MBA on a modular basis. The topic of the dissertation is agreed between you and your dissertation supervisor, and is expected to be relevant to your current organisation or your intended career plans.

A young man in a black academic gown and purple sash is looking at a smartphone. He is standing in front of a large, ornate stone column. The background shows more of the building's architecture, including another column and a window.

Organisations that have hired
our graduates include:

Amazon

Morgan Stanley

HSBC

American Express

Lloyds TSB Group

Daewoo Securities

Citigroup

General Motors

PricewaterhouseCoopers

Morgan Stanley

Royal Dutch Shell

Boots Healthcare

Hewlet Packard

Barclays Wealth

Cisco Systems

Rolls Royce

Pepsi Co

Microsoft

Oracle

IBM

Questions about the Glasgow MBA?

Contact us: business-mba-enquiries@glasgow.ac.uk

Rising to the challenge

Meet Marcelo Affonso

Marcelo completed an undergraduate degree in business at the University of Toronto before working as an account manager for HSBC in Canada. After completing his MBA, Marcelo was employed by Amazon UK where he now works as Operations Manager.

I wanted to come to Glasgow for several reasons. The university has a strong international reputation and a high calibre of teaching staff, many of whom are highly regarded in their research fields. Research is a big deal for me, as I hope to go on to complete a PhD at some point. Glasgow is an exciting, thriving urban environment and I wanted to experience a city.

I'd completed a placement at HSBC during my undergraduate course, and when I left, I took up a position there, working in personal financial management. It was a steep learning curve, and there were lots of opportunities to progress but eventually I felt it was time to move on, to look for the next challenge.

I wanted to do an MBA, in the UK preferably, but it is a huge commitment, so you have to work out the best time to do it. I was only 28, and have no children, so I was at the stage in my life when I could do it full-time. It was been enjoyable and rewarding.

It has everything in it – from strategic management, to human resource management and marketing – and tackles a wide range of relevant, current topics. Those are its key strengths, in fact – its relevance to current issues and its diversity of topics.



Marcelo Affonso
Operations Manager
Amazon

For example, we looked at everything from how to keep employees motivated to issues surrounding energy and renewables.

We also benefited from visits from a wide range of managers and experts who come in to share their experience and expertise. That is extremely valuable.

It is important to specialise in business, but you have to be flexible, particularly given the current unpredictability. It takes commitment to complete the MBA. It is, after all, 12 months of non-stop work. But those who work hard, who are open to new ideas and are flexible, do well.

“I wanted to come to Glasgow for several reasons. The university has a strong international reputation and a high calibre of teaching staff, many of whom are highly regarded in their research fields.”

Student life

The Glasgow experience

Based on the feedback we get from our students and alumni, we know that Glasgow experience is challenging, rewarding, and makes a lasting impact on their lives and careers. Our alumni tell us that they make connections that last beyond the 12 to 24 months spent at the University. Current students tell us that the mix of nationalities and backgrounds make for a rich, enjoyable learning experience. And the vibrant, friendly city of Glasgow always makes a good impression.

The University and the Business School offer a range of social and team building activities throughout the year, helping participants build up a store of memories, experiences and skills that last a lifetime.

Recent events include participation in the Cranfield Regatta, and a class trip to picturesque Kirknewton, where participants competed in team building challenges, as well as outdoor activities including archery, quad bikes, clay pigeon shooting and highland games.

Social events include a tour of the Glengoyne Distillery, a barbecue at 18th century manor Gartmore House, outdoor activities at Go Country adventure park, a Burns Night event, ceilidhs, and international celebrations such as Chinese New Year and Diwali, the Hindu festival of lights.

The Business School also offers regular guest speaker evenings, allowing participants the opportunity to learn from successful practitioners, as well as network with local professionals and alumni.


“The MBA is about knowledge acquisition and application, team building, cooperation and networking. The Cranfield Regatta was a great opportunity to practice and apply all of these aspects at the same time.”

Michal Ruzicka, current student

“My favourite thing about the programme was communicating and socialising with my classmates. I was also impressed by the careful arrangements for international students.”

Victor Wu, current student



A large, multi-story circular library atrium. The central feature is a large, circular skylight with a radial pattern of panes. Below it hangs a modern chandelier with multiple glowing spherical lights. The atrium has a mezzanine level with a white railing and large glass windows. The ground floor is filled with wooden study tables and chairs, where several people are working. The walls are light-colored, and the overall atmosphere is bright and open.

“The consultancy week offered us the opportunity to work as real consultants and to experience the work culture of the UK. The biggest challenge was the sharp contrast between the learning methods of the Indian and UK Schools. It was a refreshing change and the professors made the experience even more fulfilling.”

Kanika Rathore, current student

Questions about the Glasgow MBA?

Contact us: business-mba-enquiries@glasgow.ac.uk

Consultancy Week

An important part of the Glasgow MBA is the Consultancy Week - an opportunity for you to put the theories you've learned during the programme into action.

During Consultancy Week projects, you will complete a project for a real company - answering a company's business problem.

We know that career prospects and the development of transferable skills are important factors in choosing your MBA, particularly in the current economic climate. That's why we have developed Consultancy Week. Whether you want to change fields, advance in your current role, or move into consultancy, the Consultancy Week projects help you cut your teeth in new areas while providing tangible benefits to local organisations.

Sphere Fluidics Limited recently participated in the MBA consultancy project scheme and Frank Craig, the company's CEO, was enthusiastic about the results.

"The Glasgow University team did an excellent job. I was particularly impressed with the teamwork and synergy from their international group, which gave the project a global dimension. I was impressed by the speed and efficiency at which the team worked to deliver an excellent presentation within a week. The blend of both analytical practice and creative strategic suggestions was powerful - a creative output is not often seen in consultancy projects, but is perhaps the most useful to a client."

Sphere Fluidics is a new company working in the pharmaceutical, chemical sciences and biofuels industries. The company is commercialising technology developed at Cambridge University. The project that the MBA team completed for Sphere Fluidics involved conducting an analysis of the biologics market and making recommendations for Sphere's commercial entry strategy.

The success of the consultancy projects is due in large part to the support of companies like Amazon UK and Clydesdale Bank, which have participated from the scheme's inception, though smaller companies have become involved with potentially greater benefits to organisations that can't afford consultancy through regular channels. The variety of organisations involved mean that you will be offered a project from a diverse and challenging range of options.

Previous participating organisations include Grant Thornton, Amazon, BAE Systems, Lynnet Leisure Group, McGhees Bakeries, as well as small to medium size enterprises and charitable organisations. Projects have involved creating business plans, reviewing training provisions, conducting market analyses, looking for ways to improve productivity, improving customer relationship management activities, operational project planning, producing a distribution analysis and resource management.

"The MBA has helped me immensely in the job. It has helped me to think analytically and question the 'norms'. It provided useful exposure to diverse opinions and backgrounds, which has proved to be extremely valuable in the global working environment."

Rajat Baijal, Scottish Widows
(part of Lloyds TSB Group)

The UK's leading business minds contribute to the Glasgow MBA, including Brian McBride, former Director of Amazon UK; Kate Armstrong, founder of Confused.com; Raymond O'Hare, former Head of Microsoft Scotland; and Jim McColl OBE, owner of Clyde Blowers.



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Careers

At the University of Glasgow Business School, we focus on knowledge creation and communication. Our MBA creates leaders who can think critically, and who have the ability to lead companies and organisations and their people at the highest level.

The Business School works closely with its Strategic Advisory Board to ensure the relevance of our business education offering. The Strategic Advisory Board is drawn from a range of international and national public and private sector organisations, and consists of highly influential and successful individuals, including executives from Amazon, BT, PricewaterhouseCoopers, Arup, BAA, and local and national government.

Our graduates are in constant demand and find jobs in senior management or consultancy roles very quickly. Companies and organisations that have recently hired our graduates include American Express, Amazon, Morgan Stanley, Pepsi, Lloyds TSB, JP Morgan, British Gas, Nationwide Building Society, General Motors, IBM, among many others. Our graduates use their experience on the MBA to move ahead in their organisations, move into consultancy, or to make a major career change. Within 6 months of graduation, 93% of graduates find their career path or go on to further education.

The University Careers Service and the School's own Postgraduate Support Officer aim to enhance the employability of our students and graduates, and help them to develop and make appropriate use of career management skills, thereby enhancing their ability to identify options most appropriate to them.

In addition to personal development and CV workshops, the School offers networking opportunities throughout the year, which attract students, alumni, staff, entrepreneurs and business leaders from the public and private sectors engaged in debates on important current issues, such as the economic downturn, innovation and technology, and managing high performance teams.

As a Glasgow MBA participant, you will have free membership of AMBA. Membership of the Association of MBAs will give you access to a suite of careers, networking and knowledge services that go beyond what any one individual business school can provide. AMBA has extensive

links with MBA employers and executive recruitment agencies and the career and networking resources they offer will allow you to develop highly-effective job search strategies – even in an economic downturn.

Alumni

Since the graduation of the first Glasgow MBA class in 1976, thousands of participants have been proud to call themselves alumni of the University of Glasgow Business School. Currently, the School has over 1800 active MBA alumni in 60 countries around the world.

As an alumnus of the University of Glasgow, you will have access to GU world, the online community for Glasgow graduates. You will also be invited to networking events in the UK and around the world to keep in touch with your fellow alumni and the University.

As a graduate of the University of Glasgow Business School, you will join the ranks of successful, influential professionals making a mark on organisations around the world – like Douglas Flint, Chairman of HSBC, and Laurie Foulds, executive director of European sales and marketing for General Motors.

The University of Glasgow has active alumni associations in:

Australia	Japan
Belgium	Libya
Canada	Malaysia
China	Pakistan
Cyprus	Romania
England	Scotland
France	Singapore
India	Switzerland
Indonesia	Thailand
Iran	UAE
Italy	USA

“My confidence has grown and I have a much more positive attitude, which enables me to contribute to a far wider range of business areas than previously. My favourite thing about the University of Glasgow was the helpfulness of the staff.”

Alec Pearson, current student

The University of Glasgow

With 560 years' experience in producing academic excellence, the University of Glasgow has an impressive past. However, we're always looking ahead and our role is to pass on our knowledge and expertise so that you can make the world a better place for yourself and for others.

Since our inception in 1451, we've dedicated our time to inspiring great minds, from the father of economics, Adam Smith, to Scotland's architect of devolution, Donald Dewar. Over the years we've created a learning environment that fosters wisdom and respect. So we understand that when you're thinking about where to study you'll want to take your time and choose wisely.

The university you choose should offer a broad choice of subjects, excellent teaching standards, superb facilities, an international reputation, high graduate employment rates and a top-quality student lifestyle in a special location. These factors are important and, because we respect the needs of our postgraduate students, you'll find they all form part of the Glasgow experience.

Our research-led approach is one of the reasons why a degree from the University of Glasgow is so prized, but our students also benefit from opportunities to study abroad, improve their employability, take part in work placements and explore a wide range of social activities. As a result, we welcome scholars from more than 100 countries around the world every year. Our students graduate equipped with the skills they need to compete in a global workplace, and with friendships and networks that last a lifetime.

The Business School

The University of Glasgow Business School offers relevant, research-led business education and services in a friendly, supportive, internationally focused environment. The University of Glasgow has been training managers and professionals since 1952. Anchored in the intellectual tradition of Adam Smith, our learning community provides high quality, contemporary thinking.

Drawing directly upon this heritage, the Business School offers an education experience that is enhanced by history and innovation, by traditions of scholarship and creative energy, and by the combination of leading edge research and practical achievement.

At the University of Glasgow Business School, we help to transform organisations and careers. Our business is creating leaders, researchers, and professionals who can think critically, and who have the ability to affect organisations at the highest global level.

The learning process is participative and student-centred, channelling research results into the analysis of business and management issues, and cultivating reflection and critical capabilities so that graduates have the confidence and independent insight to be effective practitioners.

The University of Glasgow Business School is accredited by the Association to Advance Collegiate Schools of Business (AACSB International), and the Glasgow MBA is accredited by the Association of MBAs (AMBA). The school is also home to research, of international and national excellence, that contributes to theoretical advancement and is relevant to practice.

Business related subjects have been taught at the University of Glasgow since 1925, when the Johnstone Smith Chair of Accountancy was established.

This tradition stretches back further, to 1752 when Glasgow alumnus Adam Smith, the father of economics, was appointed as a Professor at the University of Glasgow.





The City of Glasgow

The only UK destination to feature in the Lonely Planet's top 10 world cities list for 2008, Glasgow is the third largest and one of the most vibrant cities in the UK.

The University is located in the West End of Glasgow, within easy reach of the city centre by public transport or on foot. Whether you're looking for a grassy spot to read and relax or a bustling café to catch up with your friends, our campus in this unique nook of Glasgow makes the perfect environment for work and play.

The University combines the benefits and security of a campus-style environment with close proximity to vibrant city life offering:

- fantastic shopping
- a legendary live music scene
- 13 museums displaying some of Europe's richest collections, many with free access
- 27 sports centres and three international football stadia

“Glasgow has beautiful views, with Victorian buildings and the River Clyde. The city provides a very good shopping and living environment.”

Victor Wu, current student

- thriving collection of artists and galleries
- around 700 pubs, bars and nightclubs
- churches, mosques, temples and synagogues
- 15 theatres and concert venues
- countless local, national and international festivals celebrating everything from folk music and live art to food and film.

With three airports within 45 miles of the city, Glasgow offers easy access to the world, as well as life within one of Europe's most exciting centres for culture. Very few cities can combine an exciting urban agenda with such easy access to the great outdoors. Glasgow's exceptional location, 25 minutes from the Clyde coast and 40 minutes from Loch Lomond, the Trossachs and routes to the Highlands and the Cairngorms, gives its residents access to some of the best hill-walking, climbing, sailing and golf in the world.

Whether you crave cosy campus living or big city excitement you'll be inspired by our excellent location in the friendly West End of Glasgow.



Your city

The Glaswegian reputation for friendliness means that, wherever you come from, it's easy to treat Glasgow as your second home. While our campus provides the perfect haven for study, the city is only a stone's throw away and offers plenty of ways to enjoy your spare time.

Music

Every week the city hosts on average 130 music events, more than any other Scottish city. From classical to rock and pop, jazz to opera, and Scottish dance to world music, all tastes are catered for. No wonder Glasgow's been named the UK's first UNESCO City of Music and is one of four international Cities of Music along with Seville, Bologna and Ghent.

Festivals

If you like celebrations, you're in the right place. The Glasgow International Comedy Festival, Celtic Connections folk music festival, Glasgay, Glasgow Film Festival, Aye Write!, the city's book festival – the list goes on. And you're only 50 minutes away from Edinburgh's International and Fringe Festivals by train.

Shopping

Many consider Glasgow the best shopping destination outside London's West End. Try the Italian Centre in Merchant City for designer wear, the West End for vintage, and the city centre for the best in high street shopping.

Culture

Glasgow's outstanding cultural diversity means that you'll never run out of things to see and do. The Scottish Opera, National Theatre of Scotland, Scottish Ballet and the Royal Scottish National Orchestra are all resident here, and theatres include the famous Citizens, the Tron, the Arches and the Tramway. The city's art and museum collections are impressive too, with 17 museums and galleries displaying some of Europe's finest collections.

Sport

Glasgow is the host city for the Commonwealth Games 2014, and home to the world-famous Celtic and Rangers football clubs. The city also has a network of 29 sports centres, with facilities for all types of activities and abilities – making it easy for you to enjoy keeping fit. So whether you're into watching or playing sport, there are plenty of ways to get involved in the action.

“The time has come for Lonely Planet to let one of its worst-kept secrets out: Glasgow's got everything.”

Tom Hall, travel editor, Lonely Planet

The University of Glasgow library has 2.5 million books and journals and over 30,000 electronic journals, as well as subject specialist librarians to help you find all the material you need for your studies.



Questions about the Glasgow MBA?

Contact us: business-mba-enquiries@glasgow.ac.uk

Entry requirements

For entry onto the MBA programme, you will need a 2.1 honours degree or equivalent. You must also have a minimum of three years managerial work experience.

If your native language is not English, you must produce proof of proficiency in the English language achieved within two years prior to application; a minimum IELTS score of 6.5 (with no sub-test less than 6.0).

How to apply

The web pages of the University's Recruitment and International Office, which processes all applications for postgraduate taught programmes, contain guidance on how to make your application. Applicants can:

- apply online: visit www.gla.ac.uk/postgraduate/howtoapplyforataughtdegree/ for instructions;
- apply by post: the application and referees forms can be downloaded from the web site, or
- apply through one of our international representatives. (This is the only method of application suitable for applicants from Ghana and Nigeria.) To find out more visit: www.gla.ac.uk/international/representatives

To apply visit:
www.gla.ac.uk/postgraduate/howtoapplyforataughtdegree

Regardless of which method of application you choose, you should submit a completed application form and supporting documentation as follows:

- a copy of your curriculum vitae/resume
- copies of your academic transcripts (translated into English if appropriate);
- two references which should be signed and on headed note paper (ideally one academic reference, one work reference);
- and, if applicable, copies of your English language proficiency certificates.
- International (non EU) applicants should also include a copy of the photo page of your passport.

If you apply online, these documents must be sent after an online application has been started.

You may also find it helpful to refer to the Frequently Asked Questions published on the Recruitment and International Office web site: www.gla.ac.uk/postgraduate/frequentlyaskedquestions

Our programmes begin in September and applicants are advised to apply early to secure a place. Application deadlines can be found on the Recruitment and International Office's website:
www.gla.ac.uk/postgraduate/howtoapplyforataughtdegree/

Applicants interested in scholarships are advised to apply for admission several weeks before the closing date of the relevant scholarship.

Tuition fees

Up-to-date information on fees and funding can be found on the University of Glasgow website (band 7 for international students, band 12 for UK/EU students):
www.gla.ac.uk/postgraduate/feesandfunding/

Contact us or visit

Though interviews are not normally required for entry, the MBA Programme Convenor is happy to discuss issues with prospective students during your application process. This can be arranged through the Recruitment and International Office (RIO) or by contacting the Programme Administrator (contact details below).

You are also welcome to visit the campus. If you would like to do this, please contact us.

MBA Programme Team

Tel: +44 (0)141 330 6300

Email: business-mba-enquiries@glasgow.ac.uk

Recruitment and International Office (RIO)

Tel: +44 (0)141 330 4515

Website: www.gla.ac.uk/postgraduate



The University of Glasgow

As a student at Glasgow, you will be studying at a university ranked in the **top 1% of the world** and where the research of the academics who teach you is internationally recognised. According to the 2011 QS World University Rankings, the University of Glasgow is one of only 3 Scottish Universities to make it into the top 100. The University is 59th in the world.

As a world-renown institution with a long and prestigious history, the University of Glasgow aims to provide higher education of the highest quality, and to **recruit the brightest and most talented candidates** for advanced degrees.

As the **4th oldest university** in the English speaking world, Glasgow has a long-standing international reputation for research, education and innovation. Glasgow is a member of the prestigious Russell Group of the **top 20 research universities in the UK**.

Known for its outstanding academic reputation, growing international standing and popularity with students, the University of Glasgow is ranked **3rd in the UK for international student satisfaction**. According to the International Student Survey, our international students are the most satisfied among Russell Group Institutions.

The city of Glasgow has been named as one of the **world's top 10 cities** by the travel guide, Lonely Planet. The city was chosen for its exciting, contemporary image.

Questions about the Glasgow MBA?

We want to hear from you:

+44 (0)141 330 3993
business-mba-enquiries@glasgow.ac.uk

www.glasgow.ac.uk/business

Note: The information contained in this brochure was correct at the time of going to press. The University of Glasgow reserves the right to cancel or alter degree programmes or to adjust the fees without notice.

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