



UNIVERSITY OF EDINBURGH
Business School

MASTERS PORTFOLIO

Built on our heritage.
Designed for your future.



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

I'd like to thank you for your interest in our Masters portfolio. We are very excited to introduce three new programmes for entry in September 2012, an MSc in Banking and Risk, MSc in Human Resource Management and an MSc in Financial Management. These are exciting new additions to our existing programmes.

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

The School recently moved to a new premises at the heart of the University campus. This move is the culmination of a significant investment by the University. The state-of-the-art space, housing all school staff, is fully wireless featuring eight lecture theatres, dedicated syndicate rooms, student study centre and online resource (The Hub), a dedicated café and significant flexible space for staff and students.

With the current state of the world's financial markets it is imperative that students equip themselves with the knowledge and skills that are in demand not just today but into the future. We believe our portfolio of Masters are at the forefront of the latest ideas and techniques that will assist the business world to emerge stronger and more resilient.

If you'd like to find out more about the School or our programmes, please do get in touch with our programme directors. Or, better still, come and visit us yourself. I think you'll be suitably inspired.

Nick Oliver

Nick Oliver, Head of School





Welcome

Thank you for your interest in a Masters programme at the University of Edinburgh Business School. We are excited about our ever growing portfolio of year-long programmes. Whether you are interested in **Accounting, Finance, Management, International Business, Human Resources, Carbon Management, Carbon Finance, Banking and Risk, Investment, Marketing or Business Analysis** we have a programme for you. Do read on to find out more.

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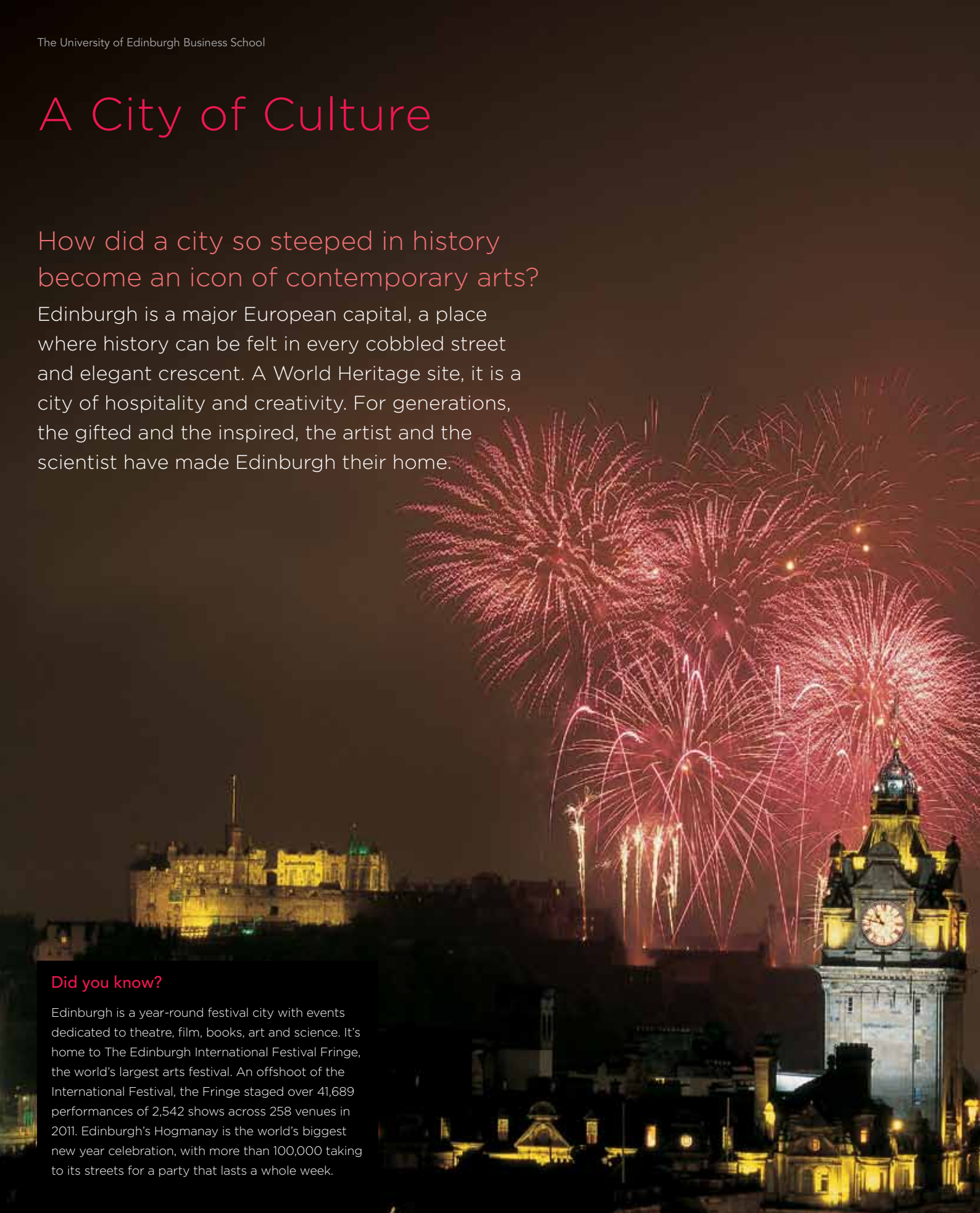
A City of Culture

How did a city so steeped in history
become an icon of contemporary arts?

Edinburgh is a major European capital, a place where history can be felt in every cobbled street and elegant crescent. A World Heritage site, it is a city of hospitality and creativity. For generations, the gifted and the inspired, the artist and the scientist have made Edinburgh their home.

Did you know?

Edinburgh is a year-round festival city with events dedicated to theatre, film, books, art and science. It's home to The Edinburgh International Festival Fringe, the world's largest arts festival. An offshoot of the International Festival, the Fringe staged over 41,689 performances of 2,542 shows across 258 venues in 2011. Edinburgh's Hogmanay is the world's biggest new year celebration, with more than 100,000 taking to its streets for a party that lasts a whole week.



“Edinburgh is a truly amazing city with such incredible beauty that it was a joy to study there.”

Yoni Titi, Postgraduate student

Named the ‘Best Place to Live and Work in the UK’, Edinburgh is a remarkable city, notable for fine Georgian and Victorian architecture, expansive parks and gardens. Here, you’ll find a royal palace, a clifftop castle and an extinct volcano – all in the heart of the city. You’ll also find the Scottish Parliament, housed in an iconic piece of modern design.

It’s an ancient city bursting with life. With four universities, major international arts festivals, world class galleries, theatres and concert halls, Edinburgh enjoys a modern dynamism within its historic streets. People from all over the world have settled here, and there’s a strong ethnic flavour to the bars, cafés and restaurants. It has all the advantages of a major European capital, yet is small in scale – only half a million people – and safe.

Beyond the city boundaries, Scotland is a land of rugged beauty, one of Europe’s last great wildernesses with mountains, lochs and seven thousand miles of stunning coastline. Within a few miles of the School lies the gently rolling countryside of East Lothian, with beaches, villages and famous golf courses just waiting to be discovered. Scotland is, of course, the home of golf and its birthplace, the ancient town of St Andrews, is less than two hours from Edinburgh. The landscape of this striking, diverse land could have been made for the outdoor sporting life. Skiing, surfing, hiking, mountain biking and kayaking are just some of the exhilarating activities on offer.



Edinburgh is the capital city of Scotland located on the south-east coast near the North Sea. The city is well-connected, offering a range of direct international flights and extensive rail links.

Distance from Edinburgh:

- Edinburgh to Glasgow - 1 hour by train
- Edinburgh to London - 1 hour 25 mins by plane
- Edinburgh to Dublin - 1 hour 10 mins by plane

Opposite page: Fireworks over Princes Street Gardens with Edinburgh Castle lit up in the background

This page, top: Edinburgh's famous Royal Mile during the festival season

This page, bottom: The festival comes to the University's George Square

A City of Business

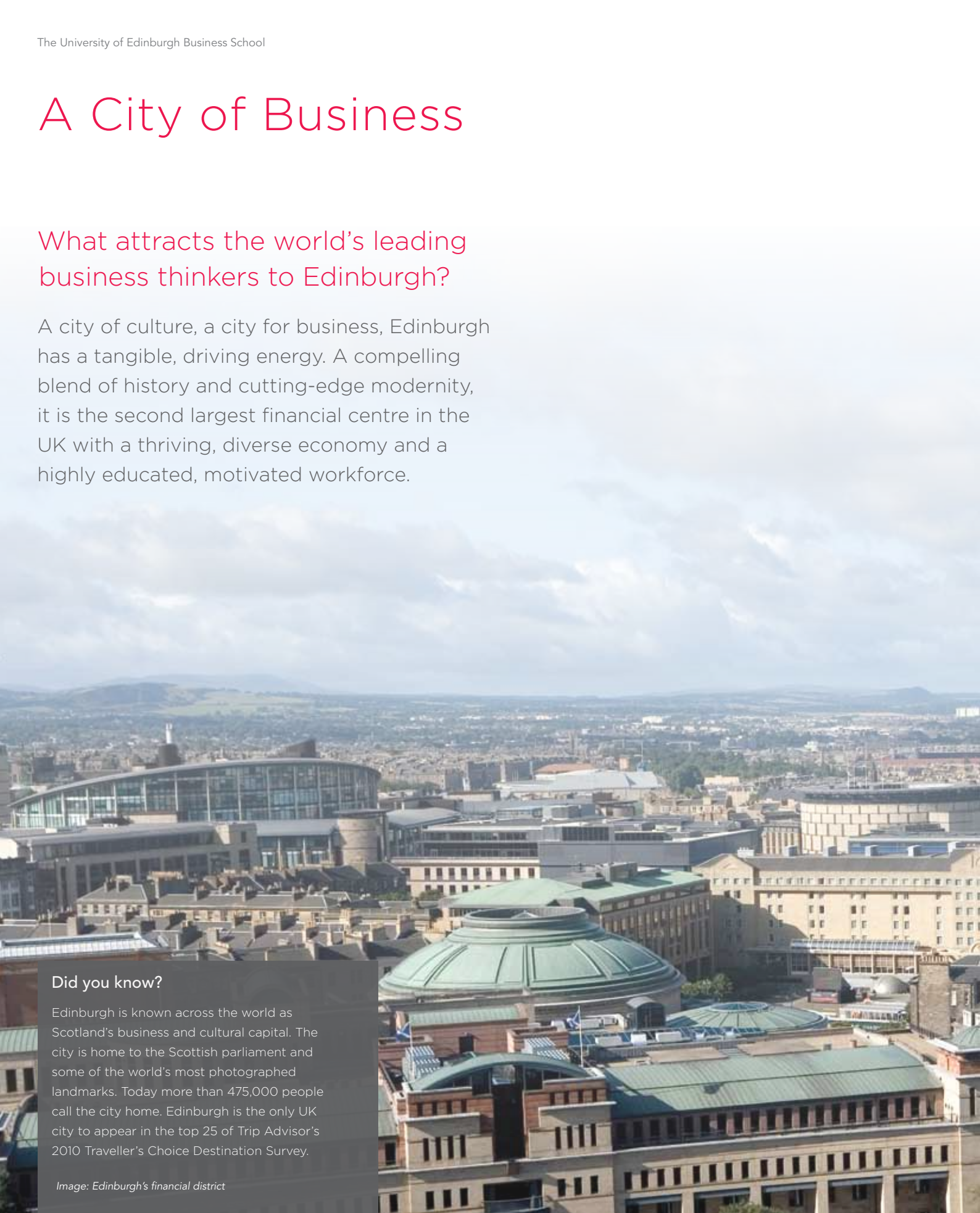
What attracts the world's leading business thinkers to Edinburgh?

A city of culture, a city for business, Edinburgh has a tangible, driving energy. A compelling blend of history and cutting-edge modernity, it is the second largest financial centre in the UK with a thriving, diverse economy and a highly educated, motivated workforce.

Did you know?

Edinburgh is known across the world as Scotland's business and cultural capital. The city is home to the Scottish parliament and some of the world's most photographed landmarks. Today more than 475,000 people call the city home. Edinburgh is the only UK city to appear in the top 25 of Trip Advisor's 2010 Traveller's Choice Destination Survey.

Image: Edinburgh's financial district



The University of Edinburgh Business School embodies this potent mix. The University offers a stimulating learning environment, nurtured and developed since 1583. The School itself is one of the most respected, most progressive in Europe, with alumni drawn from all corners of the globe.

Here at the heart of Edinburgh, the School is perfectly placed to engage with the local, national and international business community. Several major global financial institutions – banks, insurance companies, investment houses, brokers – have their HQs in Edinburgh. In a city that brought the world Dolly the Sheep, (the world's first cloned mammal), that is home to the most powerful computer in the UK (here in the University), that has developed the country's most vibrant bio-sciences sector, sits our School right at home in this atmosphere of innovation and collaboration.

Edinburgh's focus on cutting-edge learning attracts the world's leading thinkers and business people to the city. It is a major conference destination, a venue for international symposia and research meetings.

In a country at the leading edge of research into renewable energy, and a city at the heart of Europe's financial system, we have a notable pool of talent to draw on. And we do. Every week, guest speakers present to students, engage in debate with faculty and encourage our potential entrepreneurs. We're connected to business in real, practical, exciting ways.

As one of Europe's leading financial centres,
Edinburgh uniquely combines a dynamic business
community with its status as a World Heritage Site.

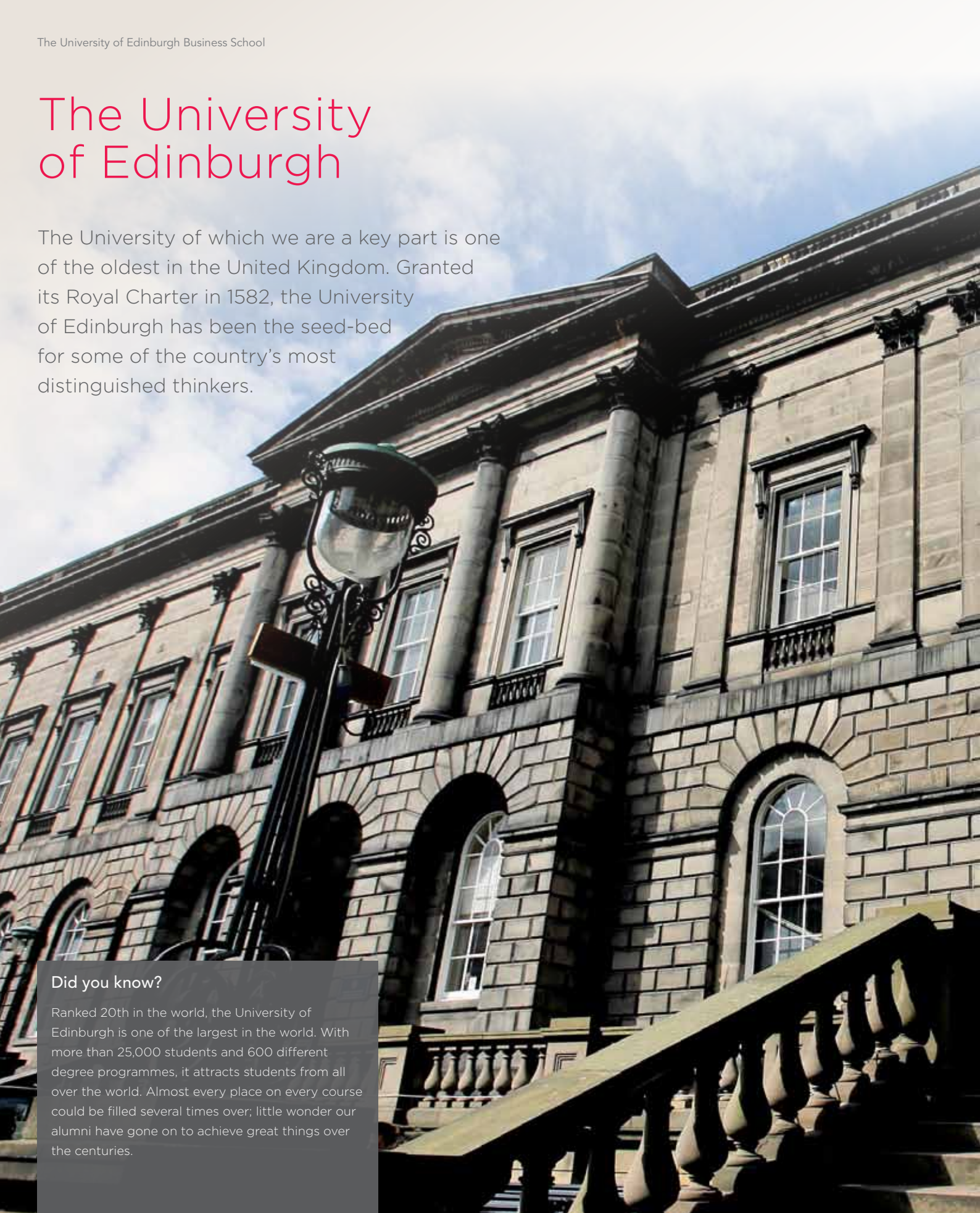


The University of Edinburgh

The University of which we are a key part is one of the oldest in the United Kingdom. Granted its Royal Charter in 1582, the University of Edinburgh has been the seed-bed for some of the country's most distinguished thinkers.

Did you know?

Ranked 20th in the world, the University of Edinburgh is one of the largest in the world. With more than 25,000 students and 600 different degree programmes, it attracts students from all over the world. Almost every place on every course could be filled several times over; little wonder our alumni have gone on to achieve great things over the centuries.



During the 18th century, the University lay at the heart of a truly remarkable period in European history. The Scottish Enlightenment fused art, science, politics, law and sociology to create a new, reason-based approach to the human condition. The Enlightenment nurtured many great thinkers, a great number of whom studied or taught here.

The extraordinary level of creativity shown by the faculty, students and alumni of Edinburgh is evident, for example, in the naturalistic philosophy of David Hume; James Hutton's founding of modern geology; Charles Darwin's Theory of Evolution; James Clerk Maxwell's unified model of electromagnetism; Joseph Lister's development of antiseptis; Sir James Young Simpson's revolutionary work with anaesthesia; Sophia Jex-Blake's pioneering work in advancing medical education for women; Peter Higgs' prediction of new subatomic particles; and the first cloning of a mammal by Sir Ian Wilmut and his team. Today, the University is breaking new ground in renewable energy research, in medicine and in informatics.

The University of Edinburgh has played a key role in the development of science, arts and business for more than 400 years. Scholars, poets, politicians, scientists, humanists, entrepreneurs and dreamers alike have all found inspiration here. This is borne out by our ranking of 20th in the world by the latest Times Higher Education Survey rankings.



“Industry, knowledge
and humanity are
linked together by an
indissoluble chain.”

David Hume, world famous Scottish
philosopher, economist and historian

The Business School

The University of Edinburgh Business School enjoys a long tradition of teaching and research. The School offers undergraduate, postgraduate and executive education programmes in business and management and provides a platform for research, discussion and debate on a wide range of business issues. The School has a world-class faculty of over 70 members. The 2011/12 student population is close to 1,400 (with 499 students pursuing postgraduate studies).

Part of the University of Edinburgh, one of the world's top 20 universities with a rich heritage of delivering education for over 400 years, the Business School has an international student body typically representing more than 88 countries.

The Edinburgh MBA programmes were first offered in 1980 and since then, the School's postgraduate degree portfolio has grown significantly and now lies at the forefront of business development in areas such as finance and risk, international business, carbon management and accounting.

Over 4,000 postgraduate students from a variety of backgrounds and nationalities have successfully graduated from these programmes.

Did you know?

The University of Edinburgh Business School and its programmes feature highly in global rankings produced by both the Financial Times and the Economist. The School also holds both EQUIS and AMBA accreditations. These awards are testimony to the quality of our programmes, students, research, staff and alumni.



Who we are

We are a catalyst. A place where ideas are born, theories debated and business done. Much more than a source of knowledge, we can make a crucial difference to the career and personal progression of our students. Our MSc programmes have a strong foundation in academic research, yet all are designed to tackle the very real issues that face today's international business community.

This indivisible link between School and business can be found right across our work. It's there in our sponsored research, in our executive education programmes, in our guest speaker series, in our Entrepreneurship Club and in our student projects. It's there in the lecture theatre, the classroom and the café.

Cutting edge research

Research is the lifeblood of any major business school, creating leading-edge thinking that will inform and sometimes revolutionise future business strategy. Be it methodological, applied or blue sky, the research conducted at Edinburgh seeks to set the agenda across a wide range of business disciplines.

Our research clusters, staffed by teams whose work has real influence in business, in government and the public sector, place original research, original thought at the core of the MSc curricula. The latest research to come out of the School includes some truly groundbreaking work in carbon management, finance, credit scoring and public management.

International impact

Business is global. So are we. Our MSc programmes get to the core of international business and finance to address key issues of the day. Our students, like many of our teaching faculty, have an international background in terms of nationality and career.

This strong sense of internationalism creates a lively theatre of debate among students and between students and faculty. We always look to create a mix of nationalities and backgrounds so that we are able to learn from each other, sharing ideas and insights into different cultures. Our MSc portfolio typically attracts students from over 60 different countries.

The University of Edinburgh Business School faculty numbers some 70, with at least 1,400 students studying here at any one time. Our faculty has substantial commercial experience and an impressive track record in the publication of original research and our professors are some of the most respected in business academia.

Impressive resources

With ambitious plans to become one of the leading Business Schools in Europe the School secured substantial investment from the University to develop new premises that could truly act as a hub for business.

With eight lecture theatres, 18 syndicate rooms, an expanded library space (The Hub), dedicated meeting space for staff and students and wireless throughout, this new building was designed with staff and student needs paramount. The School has an executive education centre on the 4th floor and a spacious café (The Exchange) on the lower ground floor.

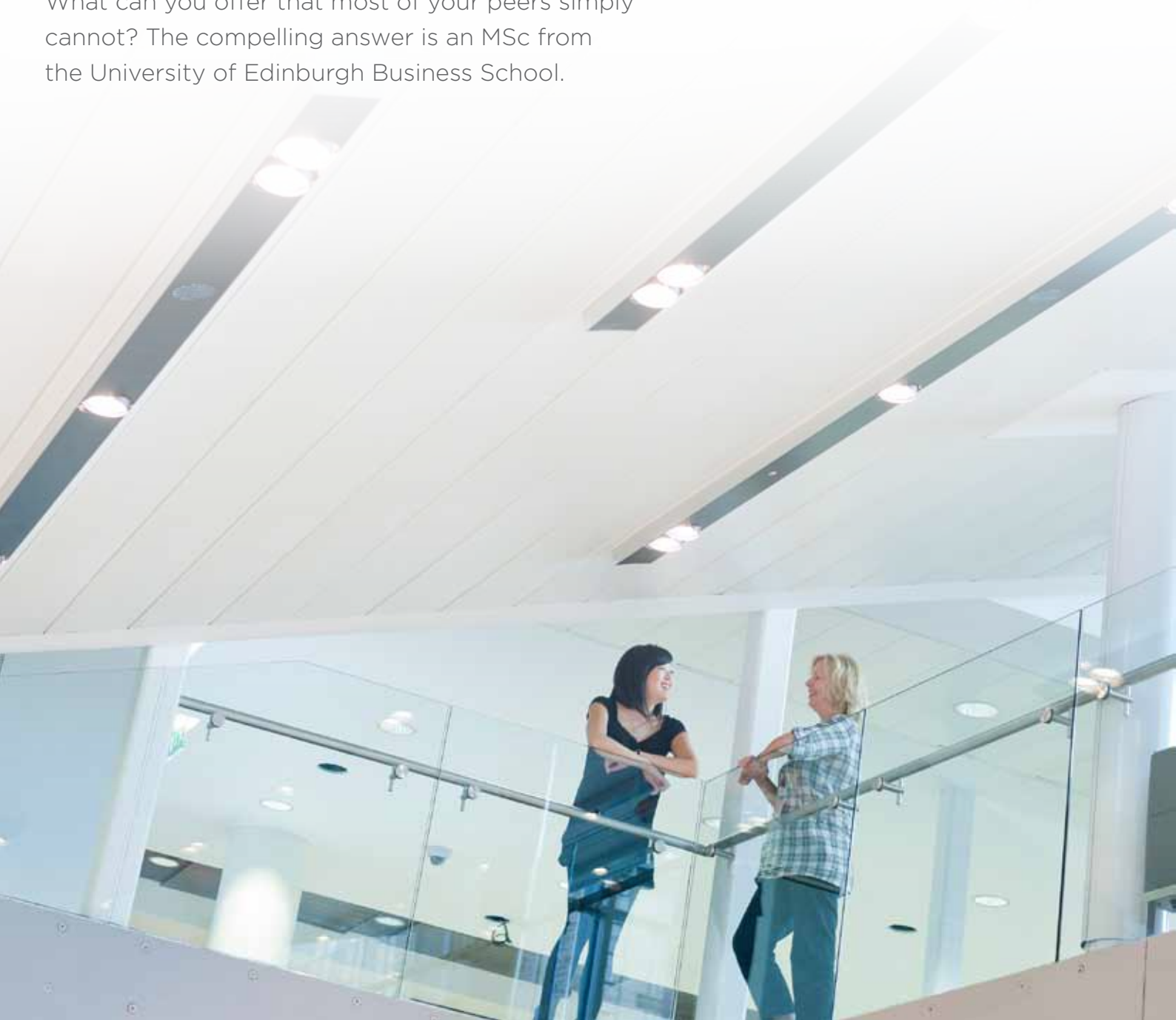
The centre of the School's knowledge base is The Hub. This provides students with electronic access to a vast array of specialist research databases, online journals and many of the leading financial information services including Datastream, Osiris, Thomson ONE Banker, CRSP (Centre for Research in Security Prices) and Compustat.



Introduction to Masters Portfolio

The employment market can be a tough place to succeed. Now, more than ever.

So what can you do to make yourself stand out? What can you offer that most of your peers simply cannot? The compelling answer is an MSc from the University of Edinburgh Business School.



Hugely respected by employers, highly sought after by graduates, our MSc programmes provide an ideal balance between rigorous academic theory and the latest industry practice. Our growing portfolio of innovative Masters programmes cover a broad range of general and specialised management disciplines. Ideal for both the first-time management student and those looking for a highly focused, in-depth programme, an MSc from Edinburgh is a qualification of real substance.

Careers support

The MSc has one overarching aim – to help you determine your career goals and realise your ambitions. It is a concept that runs at the very heart of the programme. Gaining new knowledge and skills, working with multi-cultural groups and developing a personal network that will provide lifelong connections, will all contribute to achieving your goals.

The My Career programme, managed by our in-house careers manager, focuses on building students' skills and networks and creating opportunities to develop their own career. This is supported by:

- Advice and guidance sessions
- Workshops
- A guest speaker series
- careers fairs
- A comprehensive online careers site
- Networking opportunities with corporate contacts and alumni.

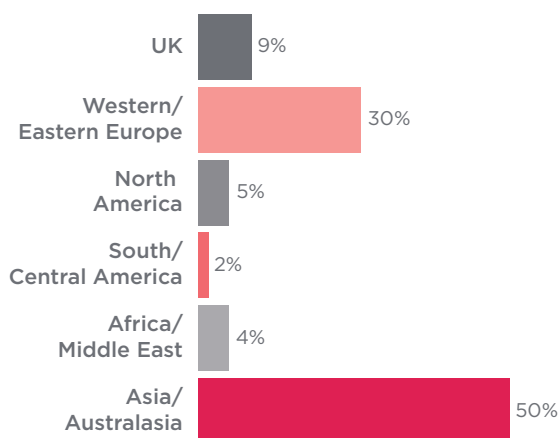
We also work in close collaboration with the University's central Careers Service.

Alumni services

When you graduate, you will automatically become a member of the Business School's alumni network as well as that of the University. In addition to the benefits and services provided to alumni by the University, the Business School alumni network provides you with:

- Dedicated online alumni resources which offer access to a wide range of services including job posting platforms and listings of events and activities
- The Business School alumni magazine – Aluminate
- Access to an alumni version of the Bizinfo electronic resource
- A growing number of alumni groups and events worldwide
- Access to the LinkedIn MSc alumni network

Nationalities of MSc Portfolio Cohort 2011/12



MSc in Financial Management

NEW
for 2012

The MSc in Financial Management is a comprehensive and rigorous exploration of key areas in accounting and corporate finance. It is designed for graduates interested in following a career in the finance function of a company, in the accounting profession, in business analysis or in management consultancy practice.

From India

Shruti Dabriwal, a 2011 MSc in International Business and Emerging Markets graduate stands in front of the Royal Scottish Academy of Art.



About the programme

Financial Management is one of the key disciplines necessary for the successful management of business corporations and other organisations. Studying the theories underlying Financial Management practices will allow you to understand and explain the financial workings of corporations and other organisations. An understanding of these practices will enable you to apply this knowledge and understanding to real-life business situations.

In an organisation financial management is split into its two principal roles. These are the accounting function, usually under the direction of the financial controller, and the corporate finance function directed by the treasurer. Accounting is concerned with the provision and interpretation of information for economic decision making. Accounting is itself split between management accounting which services the information needs of the organisation's management, and financial accounting which provides information for investors, the general public and regulatory bodies. The corporate finance function is concerned with managing the finances of the organisation and is involved in cash management, asset allocation, capital structuring and financial risk management in areas such as interest rates, foreign currency exchange rates, and commodity trading.

The programme is structured so that you can specialise through choices including advanced corporate finance, advanced finance theory, behavioural finance and market anomalies, derivatives, investment management and public sector financial management.

Learning outcomes

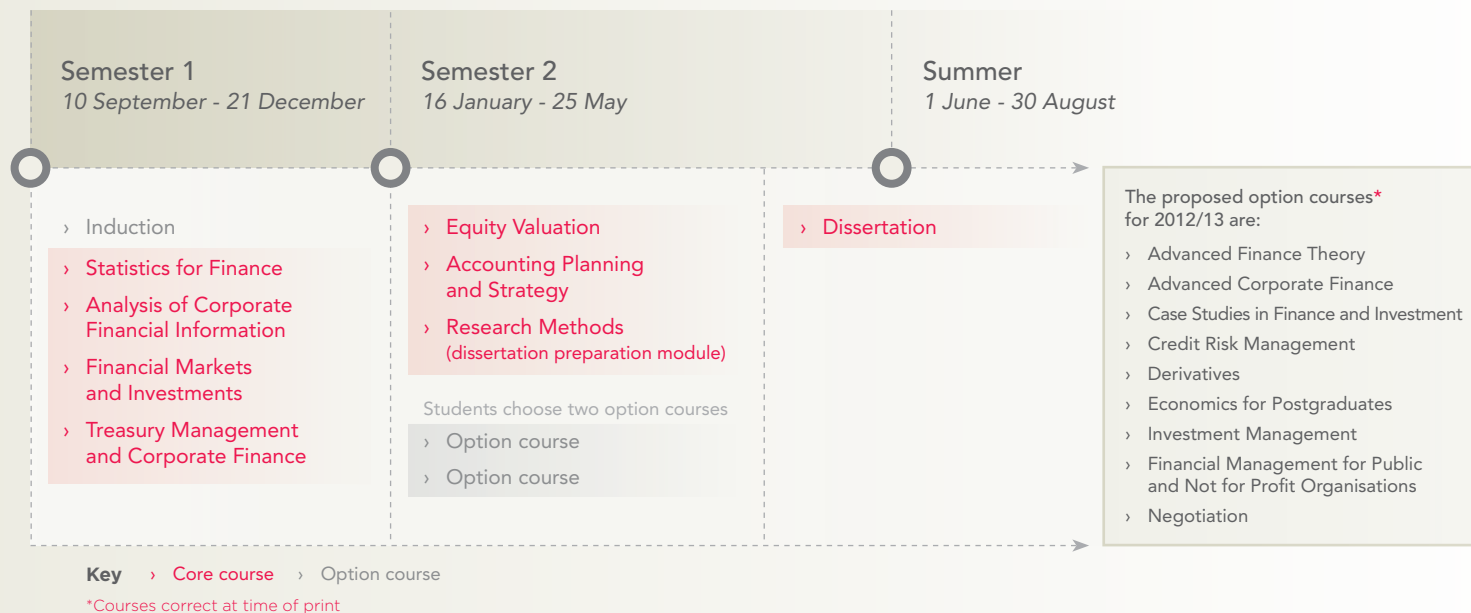
If you undertake this programme you will:

- understand and apply theories of accounting and corporate finance
- appreciate and apply treasury management and corporate finance techniques
- critically evaluate the financial control of an organisation
- know, apply and critically evaluate financial accounting techniques
- know, apply and critically evaluate management accounting techniques
- identify and analyse problems in the field of financial management and provide innovative solutions

Indicative graduate roles

- Treasury Manager
- Finance Executive
- Financial Strategy Consultant
- Business Start-Up Financial Consultant
- Corporate Finance Executive
- Business Analyst
- Retail Banking Executive
- Commercial Banking Executive
- Investment Banking Executive
- Management Consultant
- Venture Capital Executive

MSc in Financial Management Programme Structure



Case Study

Christian Engelen

MSc in Accounting and Finance graduate



As students have not yet completed this programme we share a case study from one of our other Masters programmes.

My motivation to study for the MSc in Accounting and Finance was threefold. Firstly, I wanted to deepen my knowledge in my chosen field of interest, for which the advanced courses at the University of Edinburgh Business School provide the ideal conditions. Secondly, **I was looking forward to studying alongside diverse and inspiring fellow students, which I have found to be extremely stimulating.** Finally, I very much cherished the opportunity to spend some time abroad at a first class institution in the beautiful setting of the city of Edinburgh.

When choosing the University of Edinburgh Business School, I attached great importance to the

research strength and profile of its faculty. As the School holds a renowned faculty of distinguished researchers, particularly in the fields of accounting and finance, this strongly influenced my decision. **Besides, I would not want to miss the opportunity of studying at an ancient university with an international setting and reputation.** In my opinion, the MSc in Accounting and Finance is both academically rigorous and practically relevant.

As I aspire to complete a PhD programme, I believe that this MSc will give me the very best preparation possible.

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The programme is designed to deliver financial management expertise with particular emphasis in understanding the disciplines of accounting and corporate finance. Both theoretical foundations and practice applications are provided in both of these areas.

The MSc in Financial Management features seven core courses. These are the foundation upon which the whole MSc is built. Four of these are studied in Semester 1 and two in Semester 2. Learning is achieved through lectures, set reading, exercises and case studies. As well as the taught courses students undertake a dissertation preparation course and the dissertation itself.

Option courses

This is your MSc. And this is where you tailor your studies towards your career interests. From a wide range of option courses, you have the opportunity to choose two. The programme is structured so that students specialise through courses within choices including advanced corporate finance, advanced finance theory, behavioural finance and market anomalies, derivatives, investment management and public sector financial management.

Fees

Fees for entry in September 2012

Home/EU	£15,750
Overseas	£20,000

Application

For more information on application and entry requirements please see page 57 or visit our website.

business-school.ed.ac.uk/msc/financial-management

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans. Through the extensive links the School and faculty have with industry, we are able to provide a number of students each year with an opportunity to base their dissertation on a specific 'live issue' that a particular company is facing.

Indicative dissertation topics

- Performance impact of long term hedging strategies
- Developing a theory of internal control
- Corporate governance structures
- Developing meaningful liquidity and solvency metrics
- Optimising internal resource allocation
- Optimal capital structure
- Developing strategy related performance metrics
- Applications of ICT to treasury management practice
- Behavioural impact of budgeting

Recent speakers at the Business School:

- AEGON
Head of Strategy
- Cairn Energy
Finance Director
- KPMG
Director of Corporate Finance
- Lloyds TSB
CEO
- Royal Bank of Scotland
Head of HR Shared Services
- Scottish Financial Enterprise
CEO
- Standard Life Investments
Head of Socially Responsible Investing
- Procter and Gamble
Senior HR Manager
- Standard Life
CEO
- Deloitte
Partner

Employment sectors

Graduates will find job opportunities in

- Corporate (of all size and types)
- Industry and Commerce (all areas including financial services)
- Government (both local and national)
- Third Sector (Charities and NGOs)

Individuals with financial management knowledge are employable in any organisation in any sector.

MSc in Banking and Risk

NEW
for 2012

The aim of the MSc in Banking and Risk is to give you the knowledge, understanding and key skills that will enable you to be an effective manager in financial institutions, especially banks, in any country in the world. Recent events demonstrate that the successful management of banks is of crucial importance to every economy. Banking is an industry rather than an academic discipline and the study of the management of banks is multidisciplinary.

The approach of this programme is to consider the structural, financial and risk and asset management functions of banks.

From Greece

Konstantina Davili, a 2011 MSc in Accounting and Finance graduate on Grindley Street by the new wing of the city's main concert venue, the Usher Hall.



About the programme

Whilst there are many Masters degrees involving banking offered in the UK, the vast majority provide descriptive material about what banks actually do. The Edinburgh Masters differs from the majority in that it has a major emphasis on what decisions managers in banks should make and how to make them. The course has been designed by asking the question 'what skills do managers in risk functions need to be technically excellent at their job?' This approach is unique and has shaped the content of modules and the structure of the programme.

The MSc in Banking and Risk utilises knowledge and skills gained through the research carried out by members of the Credit Research Centre (CRC) in the Business School. This is a leading international research centre that specialises in research into credit risk modelling.

A strong academic base, passionate faculty and international cohort will ensure you have a rewarding student experience in our city-centre campus. The School has widespread industry links and you will have exposure to a range of first class guest speakers.

Learning outcomes

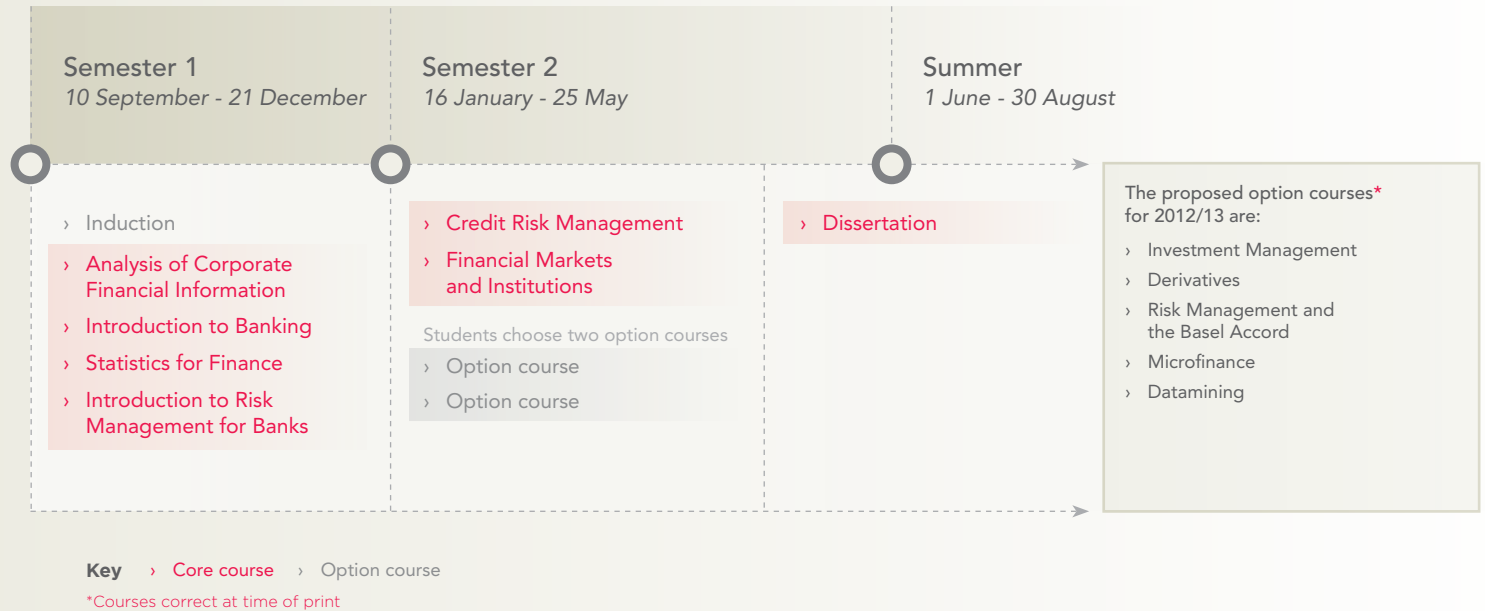
If you take this programme you will gain:

- a detailed knowledge of the structure and role of banking in an economy
- an understanding of risk models that are available to assess the risk of making loans
- an understanding of the exposure of a portfolio of loans
- developed technical skills to predict the riskiness of a potential borrower
- skills to value and manage a portfolio of specialised financial derivatives
- techniques to manage a portfolio of assets
- proficiency in computing the amount of capital a bank requires to function optimally

Indicative graduate roles

- Risk Management Consultant
- Credit Risk Analyst
- Securities/Credit Officer
- Banking Regulatory Consultant
- Audit/Compliance Analyst
- Financial Services Regulatory Advisor
- Governance and Risk Officer
- Risk Manager (Modelling)
- Portfolio Risk Manager

MSc in Banking and Risk Programme Structure



Case Study

Pavle Sabic

MSc in Finance and Investment graduate



As students have not yet completed this programme we share a case study from one of our other Masters programmes.

I graduated from Heriot-Watt University in 2005, with a 1st Class Distinction in Mathematics and Economics. Having decided that I wanted to apply my undergraduate skills to the finance industry,

I needed to refine and add to my existing tool kit in order to become competent as a practitioner.

I applied to the University of Edinburgh Business School because of its great reputation throughout the world and because it is one of the most intensive finance programmes in the UK. It was also encouraging to know that many

of the lecturers are experienced practitioners within the field. Finally, after applying and being granted a scholarship for the course, my choice was made.

I feel the MSc provided me with the vocabulary and knowledge which is essential in the financial industry. **It allowed me to begin my career at a high level and provided huge scope for progression.** The MSc really prepares you for the intense working environment this field offers.

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The Programme progresses sequentially; the courses in Semester 1 give the student knowledge, understanding and skills that are needed to benefit from the courses taken in Semester 2. The core courses give generic understanding and skills that a student with this degree must gain. The MSc in Banking and Risk features six core courses. These are the foundation upon which the whole MSc is built. Four of these are studied in Semester 1 and two in Semester 2. Learning is achieved through lectures, set reading, exercises and case studies.

Option courses

The option courses allow for specialisation either in risk assessment areas or in asset management or a student may take a course from both streams. From a range of option courses, you have the opportunity to choose two. These options are reviewed every year, ensuring that each option is of direct relevance to the needs of today's businesses.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information

and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans. Through the extensive links the School and faculty have with industry, we are able to provide a number of students each year with an opportunity to base their dissertation on a specific 'live issue' that a particular company is facing.

Indicative dissertation topics

Dissertations may be a critical review of literature or the estimation of a risk model or the testing of behavioural hypotheses using primary or secondary data. Indicative dissertation topics include:

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

Recent speakers at the Business School:

- AEGON
Head of Strategy
- Cairn Energy
Finance Director
- KPMG
Director of Corporate Finance
- Lloyds TSB
Chief Economist
- Royal Bank of Scotland
Head of HR Shared Services
- Standard Life Investments
Head of Socially Responsible Investing
- Standard Life
CEO

Fees

Fees for entry in September 2012

Home/EU	£11,900
Overseas	£17,200

Application

For more information on application and entry requirements please see page 57 or visit our website.

business-school.ed.ac.uk/msc/banking-risk

MSc in Human Resource Management

NEW
for 2012

This new Masters has been designed to meet the needs of graduates wishing to pursue a career in human resources. The programme aims to develop your knowledge of human resource management concepts and key management skills relevant to modern business. You will benefit from a faculty producing internationally recognised research on topics as diverse as recruitment, remuneration and retirement. The programme is differentiated by offering a flexible programme structure that allows you to choose a unique combination of courses that develop both theoretical knowledge and practical skills.

From Iran

Behzad Aminfard, an MSc in Management graduate pictured against the glass facia of the new Quatermile development.



About the programme

Managing people - an organisation's most valuable and often most costly resource - has long been a key business challenge. Changing economic, financial, demographic and political landscapes mean that the practice of effective human resource management (HRM) is constantly evolving. The portfolio of HRM responsibilities within organisations is growing with the need for employee engagement with broader policies such as corporate social responsibility or work-life balance. Our organisational studies group's expertise will position your Masters at the forefront of research-led, practical and theoretically informed education.

The aim of the MSc in Human Resource Management is to give you the knowledge, understanding and key skills that are required by today's HR professionals to enable you to effectively contribute to dynamic organisations.

The programme has been designed to provide a combination of courses that will enable the professional development of future HR managers. It will draw upon the diverse and extensive research portfolios of members of the organisational studies group. It will combine theoretical and research insight with practical skills. And it will provide opportunities for the application of knowledge to real-life HR issues.

A strong academic base, passionate faculty and international cohort will ensure a rewarding student experience in our city-centre campus. The School has widespread industry links and students will have exposure to a range of first class guest speakers.

Learning outcomes

If you take this programme you will:

- get an understanding of key terms, theories/ concepts and practices within the field of human resource management
- identify and analyse problems in the field of HRM and be able to provide innovative solutions
- be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace
- obtain the practical skills required by managers actively engaged in the strategic management of people within organisations
- gain proficiency in communication skills, independent action and team working
- develop an ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation)

Indicative graduate roles

- Careers Advisor
- Equality and Diversity Officer
- HR Analyst
- HR Advisor
- HR Compliance Administrator
- HR Employee Benefits Manager
- HR Generalist
- HR Manager
- HR Rewards Manager
- Learning and Development Officer
- Personnel Manager
- Recruitment Manager
- Reward Analyst
- Training Advisor

MSc in Human Resource Management

Programme Structure



Case Study

Jason Mulhall

MSc in Management graduate



As students have not yet completed this programme we share a case study from one of our other Masters programmes.

After finishing my law degree, I decided upon two things: that I did not want to go into a career in law; and that I wanted to take my studies to the next level. The obvious choice was to study for an MSc.

I feel the MSc in Management has greatly helped my career as there are more and more people who achieve undergraduate degrees.

The MSc gives you the competitive edge I feel is truly needed. This has never been more apparent than with the current financial crisis. I also feel that I have positively changed due to the MSc programme. It has, without doubt, improved both my academic and personal skills.

Although the programme and lecturers were superb, the best thing about the MSc was the people I met and the contacts I have made. Firstly, the class is relatively small, which means that you get to know everyone extremely well. Secondly, **the class is culturally diverse; this really does help you appreciate different cultures and broaden your horizons.** I feel that I have made lifelong friends all over the world, working in many different sectors of business. You can't put a price on that.

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The MSc in Human Resource Management features six core courses. These are the foundation upon which the whole MSc is built. Four of these are studied in Semester 1 and two in Semester 2. Learning is achieved through lectures, set reading, exercises and case studies.

Option courses

This is your MSc. And this is where you tailor your studies towards your career interests. From a range of option courses, you have the opportunity to choose two. These options are reviewed every year, ensuring that each option is of direct relevance to the needs of today's businesses.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Through the extensive links the School and faculty have with industry, we are able to provide a number of students each year with an opportunity to base their dissertation on a specific 'live issue' that a particular company is facing.

Indicative dissertation topics

- Bonus schemes and motivation
- Diversity in the workplace - a case study
- Earning vs learning - employee motivators
- Executive pay and performance
- The role of trade unions in the 21st Century
- Forty years of equal opportunities policy
- Evolution of HRM practice in China
- Is the staff survey dead?
- Impacts of extended retirement age on the private sector
- Leveraging the employer brand to increase employee engagement
- Motivating knowledge workers
- The cost of a bad hire and why recruitment best practice is vital
- The workplace impact of changing inequality legislation
- Role of reward and recognition in the public sector
- Web-based recruitment
- Work life balance and the implications for employers

Recent speakers at the Business School:

- AEGON
Head of Strategy
- Cairn Energy
Finance Director
- International Accounting Standards Board
Chairman
- KPMG
Director of Corporate Finance
- Lloyds TSB
CEO
- Royal Bank of Scotland
Head of HR Shared Services
- Securities and Investment Institute
Managing Director
- Standard Life Investments
Head of Socially Responsible Investing
- Scottish Investment Operations
CEO
- Procter and Gamble
Senior HR Manager
- Standard Life
CEO
- Deloitte
Partner

Fees

Fees for entry in September 2012

Home/EU	£9,600
Overseas	£15,750

Application

For more information on application and entry requirements please see page 57 or visit our website.

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

MSc in Accounting and Finance

Designed for those with a quantitative background, this programme is both academically rigorous and closely in line with professional practice. It is especially useful for those graduates with work experience in accounting looking to gain essential practical skills in finance – and vice versa. Although the core, compulsory courses ensure a good balance between both accounting and finance study, the option courses give you the opportunity to specialise – tailoring your studies towards your chosen career.

From Greece

Dimitrios Exadaktylos, a 2011 MSc in Accounting and Finance graduate outside the imposing Bank of Scotland headquarters on the Mound.



About the programme

Studying accounting and finance in Edinburgh gives you the opportunity to base yourself at the heart of the UK's second largest financial centre. Many of Europe's leading financial institutions have their headquarters here, a fact that we make full use of on the MSc programme. We regularly bring guest speakers to the School to talk directly to accounting and finance students on real, current practice.

The School also maintains good relationships with a number of accounting and finance professionals who will be on hand to provide advice on research and career opportunities. It is essential connections like these that characterise the dynamic nature of this strongly vocational programme.

Post programme careers could be in areas as diverse as international accounting, international regulations, investment and security analysis, portfolio management, management accounting, corporate finance and corporate restructuring.

CFA partnership

The School is a recognised partner institution by the Chartered Financial Analyst (CFA) Institute. This means that the MSc in Accounting and Finance is judged by the Institute as covering at least 70 per cent of the CFA curriculum. The degree will therefore assist those who choose to study for the CFA qualification.

Learning outcomes

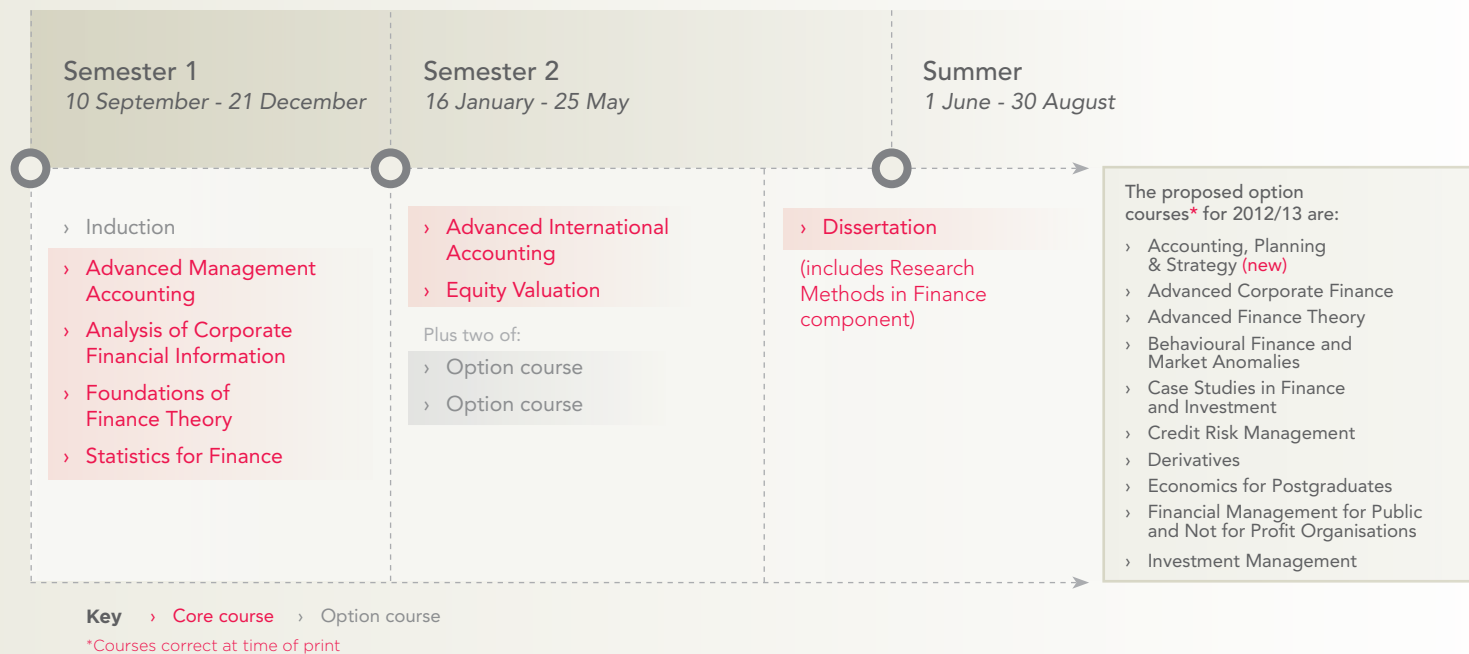
The programme aims to provide you with:

- knowledge of international accounting standards, global financial markets and the finance and investment industry
- an understanding of different organisations, their roles, how they interact and the factors behind success or failure
- the ability to evaluate financial statements and estimate the fair value for an investment, to test assumptions and sensitivities and to compare different investments
- an understanding of basic valuation techniques and how they help to analyse the value drivers of a company
- an understanding of the role of different asset classes
- an understanding of how investment portfolios can be constructed and analysed

Recent graduate recruiters:

- AEGON
- Baillie Gifford
- The Civil Service
- Ernst & Young
- Goldman Sachs
- J.P. Morgan
- Morgan Stanley
- PriceWaterhouse Coopers
- Royal Bank of Scotland
- Standard Life
- UBS

MSc in Accounting and Finance Programme Structure



Case Study

Deepika Appala Raghavulu

MSc in Accounting and Finance, 2011 graduate



I did my undergraduate degree and then worked for a while as an accounts trainee for an FMCG company in India. I've always been interested in accounting and finance and wanted to increase my knowledge and get to know more. I spent almost two years looking for a programme. I looked at the ranking of the University. Sometimes you get an instinct about a place. I'm so glad about the choice I've made to study at Edinburgh as the city is just beautiful.

The course is very focused on current affairs which helps in applying the subject matter to real life experiences. The programme works you hard but also gives you enough time to breathe, have fun with classmates

and enjoy the experience of living in Edinburgh. The programme support team were very helpful throughout the year and academics were always willing to help.

My classmates were lovely. The group was a great blend of international cultures. I loved the exposure to all these different people from all over the world. The new School building is wonderful as well. I kept hearing about it so was really looking forward to experiencing it.

I live in private accommodation. It was very easy to find. I moved in with a friend which really helped. I've enjoyed the new experiences I've had here in Edinburgh including ceilidh dancing!

“The best thing about the MSc is the variety of courses covered, which allow you to tailor the programme to your specific interests.”

Carl Goetz, Rolls Royce

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The MSc in Accounting and Finance features six or seven core courses. These are the foundation upon which the whole MSc is built. Four of these are studied in Semester 1 and two or three in Semester 2. Learning is achieved through lectures, set reading, exercises and case studies.

Option courses

The programme is structured so that you specialise through courses including international accounting, equity valuation, public sector financial management, investment management, corporate finance, and financial economics. From a wide range of option courses, you have the opportunity to choose one or two. These options are reviewed every year, ensuring that each option is of direct relevance to the needs of today's businesses.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Through the extensive links the School and faculty have with the finance and accounting sectors, we are able to provide a number of students each year with an opportunity to base their dissertation on a specific 'live issue' that a particular company is facing.

Indicative dissertation topics

- Introducing IFRS to Accounting
- Social and environmental disclosures
- Comparable accounting policies
- Performance persistence of mutual funds
- Director's trading
- Management accounting and strategy
- Earnings management
- What is fair value?

Recent speakers at the Business School:

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

Fees

Fees for entry in
September 2012

Home/EU	£15,750
Overseas	£20,000

Application

For more information on application and entry requirements please see page 57 or visit our website.

business-school.ed.ac.uk/msc/accounting-finance

MSc in Finance and Investment

Most business schools offer an MSc in Finance. Few offer an MSc with such a strong investment component. A powerful blend of academic rigour and vocational insight, the MSc in Finance and Investment will add considerably to the knowledge of those looking to further their career in this vital sector. The MSc was awarded the Scottish Financial Enterprise Innovators Award in the year it was launched.



From Thailand

Pimpakarn Anutarayontchai, a 2011 MSc in Finance and Investment graduate standing on the roof of the University Informatics Forum's award-winning new building.

About the programme

The School's location in the UK's second largest financial centre allows us to attract visiting speakers from the key financial institutions, fund managers and analysts. Indeed, the course was founded with the financial and practical support of major industry players, including Citigroup, Martin Currie and Baillie Gifford. Students are able to interact with leading figures from these major companies; this is particularly evident in the dissertation, which offers an invaluable opportunity to collaborate on a topic that has real, of-the-minute industry relevance.

Our strong connection to industry is exemplified by our work in the Centre for Financial Markets Research and the Credit Research Centre which bring together leading academics and practitioners. The centres provide a keen theatre of debate, creating new thoughts, new ideas for both the theoretical study and practical application of credit, finance and investment.

The practical, theoretical and numerical skills learnt through the programme, as well as the global perspective of investment markets and asset classes, will leave you well qualified for a range of finance-related professions. We expect graduates to take up positions in investment analysis, portfolio management, financial statement analysis and evaluation, corporate finance, product development, client servicing and risk management.

Partnerships

The School is recognised as a partner institution by the Chartered Financial Analyst (CFA) Institute. This means that the MSc in Finance and Investment is judged by the Institute as covering at least 70 per cent of the CFA curriculum. The degree will therefore assist those who choose to study for the CFA qualification. We also teach a module on ethics and standards of professional practice.

The Business School is also recognised as a Centre of Excellence in the provision of postgraduate education in finance and investment by the Chartered Institute for Securities and Investment (CISI). Students who have passed the MSc in Finance and Investment can apply for exemption from the SII Diploma exams.

Learning outcomes

Through the programme learning and the expertise and support of your course tutors, you will develop the following skills:

- an ability to understand, speak and write the language of finance and investment
- an understanding of industry practice in risk management
- an ability to analyse the financial statements of companies and to evaluate earnings quality and firm performance
- an understanding of a wide range of the financial industry's analytical and problem-solving methods and techniques

Recent graduate recruiters:

- AEGON
- AON Consulting
- Bank of China
- Baillie Gifford
- Ernst & Young
- Goldman Sachs
- JP Morgan
- Morgan Stanley
- PriceWaterhouse Coopers
- Royal Bank of Scotland
- Scottish Widows Investment Partnership
- Standard Life
- State Street Bank and Trust
- UBS

MSc in Finance and Investment Programme Structure



Case Study

Zana Beqiri

MSc in Finance and Investment, 2011 graduate



I chose to study for my Masters in Finance and Investment at Edinburgh because of the reputation of the School. My undergraduate studies were in business administration and finance.

Prior to the programme I had gained some work experience working in the South East European University as a teaching assistant. **As I would really like to continue to work in a university I needed further qualifications. I would ultimately like to lecture in finance.**

I really enjoyed the teaching methods on the programme. We had a lot of guest speakers which highlighted the practical applications of the skills we were learning. The programme was intensive but I liked it. My classmates were people from all over the world,

countries I didn't know existed. I'm walking away from this programme with friendships that will last forever. I took up student accommodation in Mylne's Court and the staff organised many social events for us.

My dissertation is in the area of banking for developed countries. **As a result of doing the programme and having very good mentoring and help from staff I managed to get a place, fully funded, on a PhD programme which I will commence in September.**

My favourite thing about living in Edinburgh is the people I've met. Being in an environment where you get exposure to a wide range of cultures and people has really benefited me.

“One of the best things about the MSc was the diverse range of people I met.”

Kathryn Wardrope, Ernst & Young

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

A powerful blend of academic rigour and vocational insight, the MSc in Finance and Investment will add considerably to the knowledge of those looking to further their career in this vital sector. The programme features six or seven core courses. These are the foundation upon which the whole MSc is built. Four of these are studied in Semester 1 and two or three in Semester 2. Learning is achieved through lectures, set reading, exercises and case studies.

Option courses

This is your MSc. And this is where you tailor your studies towards your career interests. From a wide range of option courses, you have the opportunity to choose one or two. These options are reviewed every year, ensuring that each option is of direct relevance to the needs of today's businesses.

Assessment

The taught courses use a combination of formal examination, individual/group assessment and presentation. The nature of the course will dictate which form(s) of assessment are used.

Dissertation

In the summer term, each of our finance MSc students completes an individual dissertation. Although it is usual for you to choose a dissertation topic based upon your own interests, or to develop topics suggested by academic staff, opportunities also exist for companies to sponsor projects. A company-sponsored project would involve you directing your MSc dissertation towards answering research questions suggested by that company. Organisations may wish to progress research into a particular issue and can base the project topic upon this. An academic supervisor is assigned to each project, which is likely to be empirical in nature.

Previous MSc in Finance dissertation topics include:

Does stock market liquidity affect firms’ dividend policy? Evidence from the Australian stock market

Value versus growth: The Chinese experience 2000-2010

Merck: Event study analysis of the stock market reaction to the approval and withdrawal of Vioxx

Corporate financial investments and value versus growth companies

Performance implications of pension funds using multiple investment managers

Recent speakers at the Business School:

- Royal Bank of Scotland
Head of HR
Shared Services
- Scottish Financial Enterprise
CEO
- Scottish Financial Operations
CEO
- Scottish Development International
Operations Director
- Securities and Investment Institute
Managing Director
- Standard Life Investments
Head of Socially Responsible Investing
- Standard Life
CEO
- Tesco
Chairman
- Wolfson Microelectronics
Founder

Fees

Fees for entry in September 2012

Home/EU	£18,600
Overseas	£23,000

Application

For more information on application and entry requirements please see page 57 or visit our website.

business-school.ed.ac.uk/msc/finance-investment

MSc in International Business and Emerging Markets

Emerging markets are developing increasing significance. They have become new players and indeed driving forces in the dynamism of the global economy. It is perhaps a fitting analogy for the MSc student. We seek to transform the potential of graduates, building on existing knowledge and qualifications to create a powerful, personal blend of practical knowledge and intuitive insight.

From Germany

Heiner Heck, a 2011 International Business and Emerging Markets graduate standing on the terrace of the Informatics building with the McEwan Hall in the background.



About the programme

The MSc in International Business and Emerging Markets will help you to understand how to do international business. It will especially help you do business from developing countries and understand the particular challenges faced. It will help you understand the particular challenges faced in developing corporate strategy, attracting foreign direct investment and working in countries with very different cultures, institutions, laws and business practices.

If emerging markets are, by their very nature, in a state of flux, then already successful economies are characterised by a different kind of dynamic. And as the pace of globalisation accelerates, the need to understand the drivers of national and international economic and business success becomes ever more acute. This gives graduates of this MSc some very real career advantages.

The programme will suit those with a background in or experience of the commercial worlds. It is useful for students from emerging economies who wish to bring themselves up to speed with contemporary thinking in corporate strategy, including technology, financial management, business economics, and public policies dealing with pressing issues relating to development in general. It is equally useful for students from already established economies seeking to understand how businesses can take advantage of the globalisation of the world economy and the rapid development of these new economic powerhouses.

Students on the programme come from all over the world, looking for objective, in-depth insights into global business practice. The knowledge you'll gather will help you develop a successful career as a consultant, manager or analyst in the broad arena of international business.

Students projects

As part of the MSc in International Business and Emerging Markets students are required to carry out a work-based project with a company that wishes to enter a new international market with a product or service. Our students are international in nature, many of them with work experience from emerging markets/developing countries. A project team, typically comprising four or five students supported by our academic staff, will use quantitative and empirical research methods to examine the market. Teams have undertaken work on projects in Brazil, China, India, Poland, Nigeria and South Korea. Recent projects included the launch of a premium drinks brand in Ethiopia, the market for power and cooling systems in Japan and South Korea and research into satellite antennae in India and Nigeria.

Learning outcomes

If you take this programme you will gain an:

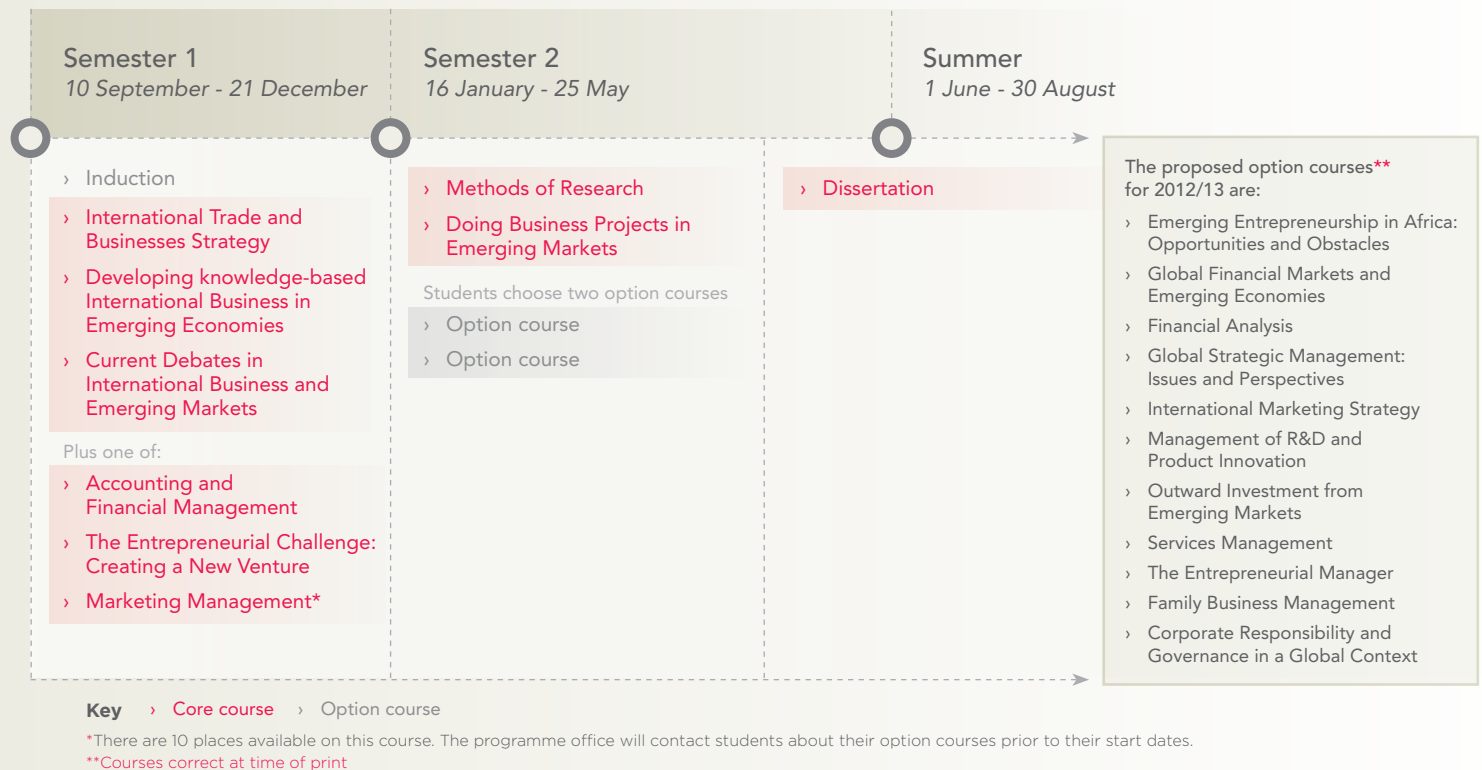
- understanding of the key issues relating to the competitiveness of international business
- understanding of the key issues relating to international business from both a theoretical and business perspective
- appreciation of the dynamism of individual nations and especially emerging markets such as china, india and other transitional economies
- techniques and skills to work effectively with companies on specific international business projects

Recent graduate recruiters:

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

MSc in International Business and Emerging Markets

Programme Structure



Case Study

Jelena Niraula
MSc in IBEM, 2011 graduate



I attended the British International School in Moscow and studied for two Bachelor degrees – a Russian diploma in economics and an American diploma in business administration and management.

After graduating I worked for a year and a half as Deputy Director of an investing company in Russia – trading with Italy in building lighthouses.

I wanted to broaden my horizons but wasn't sure where I might like to live and work so **the International Business and Emerging Markets course really appealed as my husband and I are considering living in Latvia, Nepal or Russia.**

I chose Edinburgh because of the reputation of the university. I love that we have so many different nationalities on our course. That is incredibly useful for this programme.

Compared to Moscow University this School is very well equipped with new lecture theatres, break out space, meetings rooms, computer labs, the library and a great café as well as a city-centre location.

This programme is really interesting in terms of how nationalities behave differently – for example looking at mass media difference between the East and West. We spent a lot of time discussing the development of countries looking at which countries are developed and which are not. My dissertation is on the influence of the global financial crisis on manufacturing in Latvia.

Also being here I've loved the heritage of the city, it is steeped in history with stunning architecture. This is someplace really special that you read about in books.

“The MSc gave me a better understanding of different working styles and cultures and helped me gain a job in the UK.”

Suvi Skippari, Accenture

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The MSc in International Business and Emerging markets creates a powerful, personal blend of practical knowledge and intuitive insight. Learning is achieved through lectures, set reading and case studies. Students study six core courses.

Option courses

This is your MSc. And this is where you tailor your studies towards your career interests. From a wide range of option courses, you have the opportunity to choose two. These options are reviewed every year, ensuring that each option is of direct relevance to the needs of today’s businesses.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year’s learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Indicative dissertation topics

-The role of Government in business development in Dubai.....
-How can entrepreneurs enhance the tourist potential of Malawi?.....
-Microfinance and informal lending activities of women entrepreneurs in Africa.....
-Promoting technological innovation to emerging markets.....
-Diversification strategy of firms from emerging markets.....

Recent speakers at the Business School:

- Accenture
Global Head of Strategy
- AEGON
Head of Strategy
- Ambassador of Japan to the UK
- Centre for Development Studies, Trivandrum, Kerala
- Egon Zehnder International
Former Senior Director
- Embassy of Japan
Minister of Trade and Industry
- Glenmorangie
Operations Director
- Roche Group
CEO
- Royal Bank of Scotland
Head of HR Shared Services
- Scottish & Newcastle
Chairman of International Beer Division
- Scottish Development International
Operations Director
- Seoul University
Professor Lee

Fees

Fees for entry in September 2012

Home/EU	£18,600
Overseas	£18,600

Application

For more information on application and entry requirements please see page 57 or visit our website.

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

MSc in Management

Good management is central to business success. Without it, there can be no cohesion, no teamwork, no real sense of direction. This programme is designed therefore to provide an insight into the theories and practical skills needed for successful management and through that – a successful business.

It is especially beneficial for those with non-business backgrounds, perhaps in engineering, sciences, social sciences or the arts. It can be as equally effective for those yet to begin their career as those looking to make significant progress in one already begun.

From China

Sujia Zhou, a 2011 MSc in Management graduate just off the Royal Mile against a backdrop of Edinburgh's Old Town.



About the programme

Blending classic management techniques with the very latest in management thinking, the MSc in Management encompasses international issues and diverse national business characteristics and settings.

This intensive and demanding programme is purposely designed towards practice orientation, supplementing the knowledge participants have already acquired – either in business or in their undergraduate studies – with a thorough insight into modern management practice.

Programme features

The programme places a strong emphasis on the practical skills essential to successful management careers. As well as core and option courses, you will participate in tutorials, workshops and management simulation exercises. This will give you the opportunity to go beyond purely theoretical knowledge to gain a more practical understanding of real life management problems. It will also provide invaluable opportunities to engage in teamwork and problem solving strategies.

During the course you will develop:

- a knowledge framework that will allow you to understand the complexity of managing an organisation in an ever-changing business environment
- an understanding of how basic theoretical knowledge can be put into practice
- a critical awareness of discipline-based concepts and approaches to analyse and master contemporary management problems
- in-depth knowledge and insights into specific management-related areas
- the ability to acquire and analyse data and information from a wide range of sources and evaluate their relevance and validity

Learning outcomes

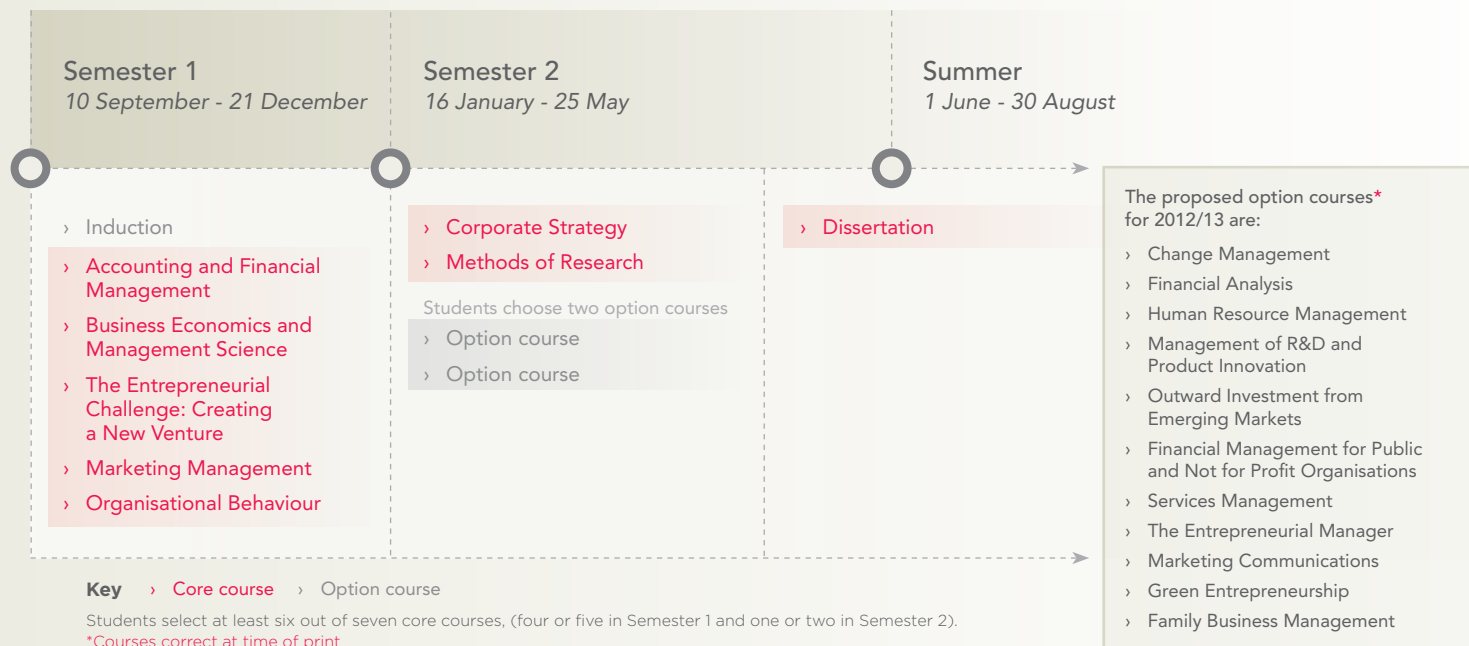
By the end of the course you will be expected to:

- demonstrate an ability to apply general management know-how in practical business situations
- draw upon specialist knowledge, acquired through option courses, to devise and develop concepts incisively and with sensitivity
- demonstrate skills in interdisciplinary analysis, drawing upon different empirical sources, analytical perspectives and sub-disciplines within management studies
- demonstrate an ability to conduct methodological research into corporate and management issues, showing familiarity with a range of data, research sources and appropriate methodologies

Recent graduate recruiters:

- AEGON
- Baillie Gifford
- The Civil Service
- Ernst & Young
- Germany Travel
- Goldman Sachs
- LIDL
- Morgan Stanley
- PriceWaterhouse Coopers
- Royal Bank of Scotland
- Standard Life
- UBS

MSc in Management Programme Structure



Case Study

Emma Tessier

MSc in Management, 2011 graduate



I studied in Holland and did undergraduate studies there so am very open to the European experience. I studied Business Studies at undergraduate level and really enjoyed it. I wanted to continue studying in this vein. I thought the Masters in Management sounded like a great programme to further my career and was really drawn to the diversity of the programme.

I have thoroughly enjoyed the programme. I especially liked the group work, comprised of students from different nationalities, so we gained some great insights.

Yew-Ming, the Programme Director was incredibly accessible and very direct and honest with the students. **For the organisational behaviour projects we all had to**

do a presentation. Academically that was the most fun day.

I'm doing my dissertation project on a lack of women in the boardroom and why that is. It's very interesting so far.

The School building is wonderful; the café is really good for socialising. I like how postgraduate students have their own little workspace.

I went into private accommodation. I found it easy to find and the University helps as well. Living in the city itself is great fun. There is always something cultural to do. In the last few weeks I have participated in the race for life, attended a real ale festival and seen some movies at the film festival.

“With integral case studies and a wide range of option courses, the MSc offers much more analysis and specialisation than my previous degree.”

Anettha Suresh Babu, 2009 graduate

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The MSc in Management is designed to ensure that students will have an insight in all the key areas of management so there is a major focus is on the core courses. These seven core courses are the foundation on which the whole MSc is built. Students select at least six of these core courses. Four or five of these are studied in Semester 1 and one or two in Semester 2. Learning is achieved through lectures, set reading, exercises and case studies.

Option courses

This is your MSc. And this is where you tailor your studies towards your career interests. From a wide range of option courses, you have the opportunity to choose two of them. These options are reviewed every year, ensuring that each option is of direct relevance to the needs of today's businesses.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Indicative dissertation topics

- How far does Human Resource Management influence the management of change?
- Fair Trade: Improving the livelihood of poor coffee farmers in Ethiopia
- Consumer expectation and adoption of online banking in China
- Building a sound relationship with customers through loyalty programmes
- The impact of job losses on organisational commitment: Implications for HRM

Recent speakers at the Business School:

- Accenture
Global Head of Strategy
- AEGON
Head of Strategy
- First ScotRail
Managing Director
- Glenmorangie
Operations Director
- Lloyds TSB
Chief Economist
- Roche Group
CEO
- Royal Bank of Scotland
Head of HR Shared Services
- Scottish & Newcastle
Chairman of International Beer Division
- Scottish Development International
Operations Director
- Shell
General Manager of Oil Market Analysis
- Siemens
Chief Financial Officer
- Tesco
Chairman
- VisitScotland
Head of International Marketing
- Wolfson
Microelectronics
Co-founder and Non-Executive Director

Fees

Fees for entry in September 2012

Home/EU	£14,400
Overseas	£18,600

Application

For more information on application and entry requirements please see page 57 or visit our website.

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

MSc in Marketing

In times of economic uncertainty and rapid change, organisations need to respond quickly and deliver marketing strategies that meet customers' needs and that impact on the bottom line. Marketing professionals are involved in decisions about a product or service during its lifecycle from development through production, pricing, distribution and promotion. To make these strategic business decisions you need to be firmly schooled in the fundamentals of marketing.

From the UK

Greg Russell, a 2011 MSc in Marketing graduate in Multrees Walk.



About the programme

The School delivers a comprehensive MSc in Marketing. This one year full-time programme offers specific marketing expertise tailored to graduates from a general business or management-related discipline who are looking to develop a career in marketing. The programme aims to produce critical, reflective marketers and emphasises the integration of theory and practice with the skills and knowledge required by employers.

The MSc in Marketing offers an in-depth study of the marketing discipline through a comprehensive range of academically grounded courses. Students are provided with a thorough understanding of the theoretical foundations of marketing alongside current and emerging applications. Core courses in the first semester cover marketing management, the analysis of marketing decisions, consumer behaviour, and marketing research methods. This will provide you with key marketing concepts and frameworks as well as developing tools to apply to marketing problems.

In addition, the programme structure allows you to study aspects of marketing related to your interest, thus supporting your intended career path. In Semester 2 you'll choose four option courses. These courses focus on specifics such as marketing communications, brand management, international marketing and social aspects of marketing. In addition, through marketing applications, you'll explore contemporary issues and future trends in marketing. Typical careers for graduates would include roles in marketing, sales or public relations.

Most of the faculty delivering the programme are drawn from the School's vibrant and growing marketing group. Research interests of the group address consumption practices in contemporary culture spanning a range of industry sectors, including food, financial services, non-profit and international retailing. With extensive research collaborations both at national and international levels you will benefit from the latest research debates and findings throughout your time on the programme.

Learning outcomes

If you take this programme you will gain:

- a critical appreciation of marketing from both academic and practitioner perspectives
- an in-depth and balanced understanding of the theoretical foundations of marketing alongside current and emerging practitioner applications in the applications in marketing management, the analysis of marketing decisions, consumer behaviour and marketing research methods
- the competence and creativity to address marketing issues through flexible, adaptable and innovative approaches
- an opportunity to interact and study with a range of students and to practice multiple management skills, including communication, independent action and teamwork

Indicative graduate roles

- Marketing Manager/ Director in Private/ Public Sector
- Advertising Manager In Private/ Public Sector
- Product Manager
- Product Development Manager
- Brand Manager/ Brand Development Manager
- Media Manager
- Sales Director, Sales Account Manager
- Digital Marketing Manager
- Public Relations Manager

MSc in Marketing Programme Structure



Case Study

David Kovacs

MSc in Marketing, 2011 graduate



I previously studied international economics and business and then went on to do an internship in an advertising agency in Budapest and an internship at a digital agency in Milan. I chose Edinburgh because it was a University with a very good reputation.

Semester 1 was very intensive and we got through a lot of content. I was very happy with the options and chose two very good courses.

My classmates were a very varied group and it was great that they had different experiences. Group work exercises were really interesting with so many different perspectives.

The School itself is superb, really well outfitted and there are a lot of facilities for work and taking breaks.

I really enjoyed the presentations from external professionals. In particular one of the presentations in marketing application by someone who worked at a digital agency was very insightful. The lecturers on the programme were great and very passionate about their subjects.

I'm currently working on my dissertation. My topic is the difference in communications strategies between men and women running for political office.

“I applied to Edinburgh because of its great reputation throughout the world.”

Pavle Sabic, State Street Bank

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

Students are provided with an in-depth understanding of the theoretical foundations of marketing alongside current and emerging practitioner applications in many areas such as marketing management, the analysis of marketing decisions, consumer behaviour, and marketing research methods. These core courses are the foundation upon which the whole MSc is built. Learning is achieved through lectures, set reading and case studies.

Option courses

This is your MSc. And this is where you tailor your studies towards your career interests. From a range of option courses, you have the opportunity to choose four. These options are reviewed every year, ensuring that each option is of direct relevance to the needs of today's businesses.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Indicative dissertation topics

Case study of McDonald's standardisation/localisation of marketing mix elements in Taiwan

Developments in new media and marketing methods: a study of marketing to children in China

Dedicated followers of compassion: a qualitative study into young people's consumption experiences of charity fashion products

A cross-cultural study into the relationship between brand personality and brand equity amongst young consumers

To what extent do loyalty schemes generate brand loyalty for retailers?

Advertising during an economic recession

Consumer scepticism towards green marketing

An analysis of the international marketing strategies of car manufacturers

Viral marketing: an examination of the successes and failures in the movie industry

Recent speakers at the Business School:

- Accenture
Global Head of Strategy
- AEGON
Head of Strategy
- First ScotRail
Managing Director
- Glenmorangie
Operations Director
- Lloyds TSB
Chief Economist
- Roche Group
CEO
- Royal Bank of Scotland
Head of HR Shared Services
- Scottish & Newcastle
Chairman of International Beer Division
- Scottish Development International
Operations Director
- Shell
General Manager of Oil Market Analysis
- Siemens
Chief Financial Officer
- Tesco
Chairman
- VisitScotland
Head of International Marketing
- Wolfson
Microelectronics
Co-founder and Non-Executive Director

Fees

Fees for entry in September 2012

Home/EU	£11,900
Overseas	£17,200

Application

For more information on application and entry requirements please see page 57 or visit our website.

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

MSc in Marketing and Business Analysis

Increasingly marketing professionals are utilising data analysis and predictive modelling in decision making in a variety of applications such as customer profiling, data mining and forecasting. For an added appreciation of the skills involved in solving practical, analytical business problems, you can study the MSc in Marketing and Business Analysis. This one year full-time programme provides graduates from a general business or management-related discipline with a more quantitative approach to marketing. It also provides the knowledge and practical skills required for a career in marketing and business analysis.

From Malaysia

Dinesh Rajenthiran, a 2011 MSc in Marketing and Business Analysis graduate at Exchange Place, in the heart of Edinburgh's new financial district.

About the programme

The MSc in Marketing and Business Analysis offers an in-depth study of the marketing and management science disciplines through a range of academically grounded courses. This programme is unique in that it allows you to explore the interface between the marketing and management science disciplines as you learn about the theoretical foundations of marketing and the range of business modelling approaches relevant to marketing decisions. The programme structure reflects this as core and elective courses are shared equally between marketing and management science giving students an expertise in both areas.

Core courses in the first semester cover marketing management, the analysis of marketing decisions, business statistics and forecasting and marketing research methods. This will provide you with an understanding of key marketing theories and frameworks as well as an appreciation of the skills required in business analysis.

In the second semester the structure of the programme encourages you to tailor the programme to their own interests and career aspirations. You select four option courses: two from marketing and two from management science. Through the options, you will consider current and emerging applications of marketing and the use and application of business modelling in a variety of marketing and business contexts.

As well as drawing on the expertise of the School's marketing faculty the programme benefits from faculty drawn from the Management Science group. Members of the group have gained world-wide recognition in the area of business modelling, particularly in the area of managing credit risk. Major projects with corporate clients have examined issues such as customer retention and profitability. This expertise informs the specialist options on the programme.

Learning outcomes

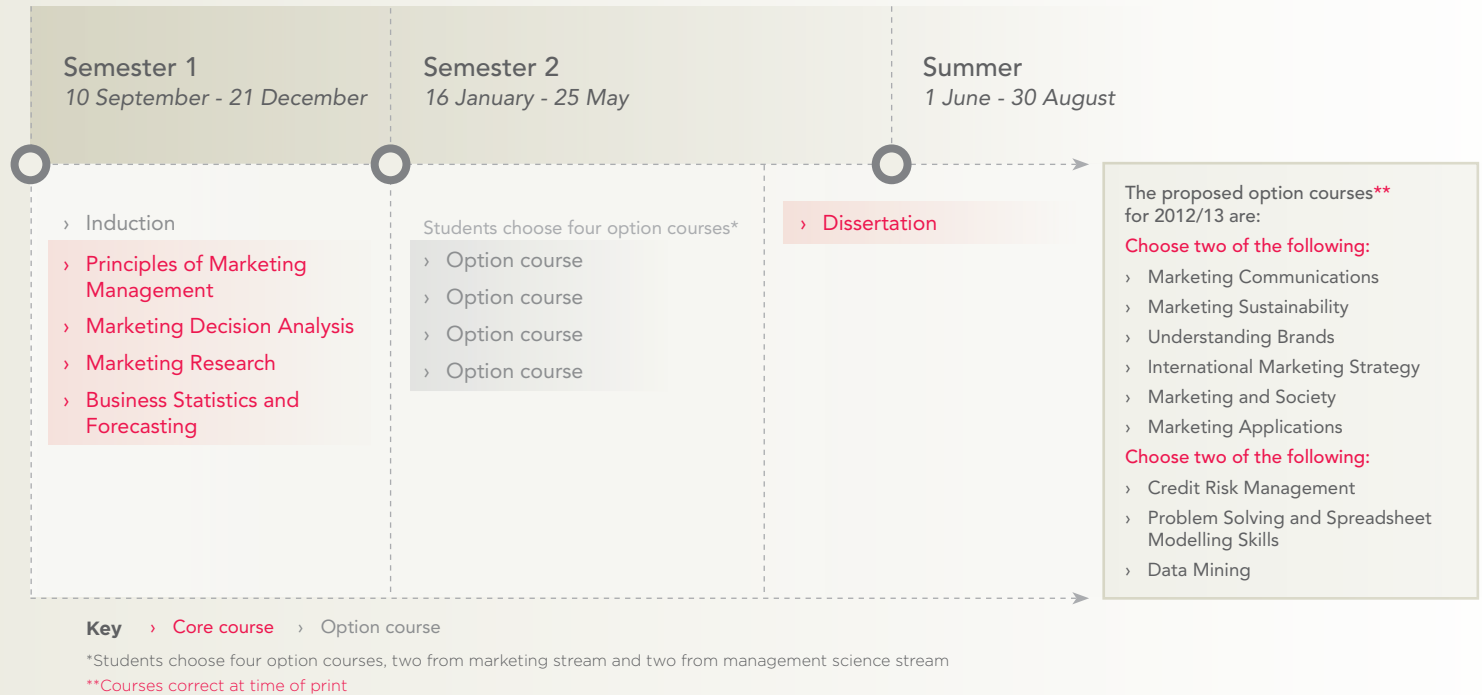
If you take this programme you will gain:

- a critical appreciation of marketing and management science from both academic and practitioner perspectives
- an in-depth understanding of the theoretical foundations of marketing and the application of business modelling in marketing management, the analysis of marketing decisions, business statistics and forecasting, and marketing research methods
- the competence and creativity to address marketing and business problems using a range of business analysis techniques through flexible, adaptable and innovative approaches
- an understanding of how to undertake qualitative and quantitative research and apply this knowledge in the context of a major study

Indicative graduate roles

- Consumer Researcher
- Social Researcher
- Marketing Fundraiser, Community Fundraiser, Digital Fundraising Manager
- Account Manager
- Marketing Campaign Analyst
- Research Director Trend Analyst
- Data Insight Analyst
- Innovation Marketing Manager
- Trade Marketing Manager

MSc in Marketing and Business Analysis Programme Structure



Case Study

Wei (Kevin) Zhang

MSc in Marketing and Business Analysis,
2011 graduate



I'm very pleased to be studying for an MSc in Marketing and Business Analysis in Edinburgh. I studied marketing for my undergraduate degree and got some part-time work experience. I wanted to learn more on the quantitative side hence my decision to undertake postgraduate studies in marketing and business analysis. **The programme gave me a deeper knowledge and understanding of the marketing area.**

When making my decision about which programme of study to pursue I looked at a number of prestigious UK Schools. I visited the Business School in Edinburgh whilst I was considering the programme. I found the buildings lovely and facilities great and the city is the most beautiful in Europe. I was also impressed with the reputation of the School and the lecturers.

The whole programme has been excellent. It is very challenging. I really enjoyed the opportunities to do teamwork. There were tight deadlines

and the workload was quite intense. I got a lot of help from the lecturers and Professors. The diversity on the programme was brilliant with classmates from South Africa, North America, Asia and Europe – this mix has meant a great social life. Most of my classmates have work experience so I learnt a huge amount from them. The programme also gave me the opportunity to do lots of interesting simulations. The market research projects were really great.

The facilities are fabulous – syndicate rooms, library, and computer labs. The lecture theatres boast very advanced audio visual equipment.

I plan to start my own business in September within the education market. I want to help Chinese students study in the UK. This will be an exciting new venture allowing me to apply my skills learnt in my Masters programme.

“The classes are small which gives us the opportunity to grow together as a team and help each other.”

Andrea Basanez Coppola, graduate

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The MSc in Marketing and Business Analysis features four core courses. These are the foundation upon which the whole MSc is built. All core courses are studied in Semester 1. Learning is achieved through lectures, case study and computer-based tutorials, set readings and group work.

Option courses

This is your MSc. And this is where you can tailor your studies towards your career interests. From a choice of option courses you have the opportunity to select four in Semester 2.

Options will be reviewed for each new intake ensuring that each option is of direct relevance to the needs of today's businesses.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Indicative dissertation topics

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

Recent speakers at the Business School:

- Accenture
Global Head of Strategy
- AEGON
Head of Strategy
- First ScotRail
Managing Director
- Glenmorangie
Operations Director
- Lloyds TSB
Chief Economist
- Roche Group
CEO
- Royal Bank of Scotland
Head of HR and Shared Services
- Scottish & Newcastle
Chairman of International Beer Division
- Scottish Development
International Operations Director
- Shell
General Manager of Oil Market Analysis
- Siemens
Chief Financial Officer
- Tesco
Chairman
- Visit Scotland
Head of International Marketing
- Weber Shandwick
Managing Director
- Wolfson
Microelectronics
Co-Founder and Non-Executive Director

Fees

Fees for entry in September 2012

Home/EU	£11,900
Overseas	£17,200

Application

For more information on application and entry requirements please see page 57 or visit our website.

business-school.ed.ac.uk/msc/marketing-business-analysis

MSc in Carbon Management

In only a matter of a few short years, carbon management has moved from the periphery to the heart of big business. And in that same period, Scotland, and Edinburgh in particular, has emerged as one of the discipline's most important global centres. This is the country that has set the world's most stringent carbon reduction targets. Scotland is the global capital of carbon capture and storage. It is also a country that plays host to all of the major forms of energy, including a large range of renewables. It is the perfect place to study for an MSc in Carbon Management.



From India

Aman Sood, a 2011 MSc in Carbon Management graduate on the roof of the Business School building, with the Quatermile development in the background.

About the programme

Designed to create the next generation of carbon managers, auditors and expert advisors, this is a high-level, intensive exploration of a subject crucial to the future of business and, of course, the planet itself. Very few business schools in the world have the same depth of expertise in carbon management as we do.

In collaboration with the University's School of Geosciences and School of Economics, we can draw on the teaching and knowledge of some of the world's leading authorities in the subject, including lead authors from the Intergovernmental Panel on Climate Change (IPCC), government advisors and industry specialists.

Studied either full-time or part-time, the MSc in Carbon Management will appeal to graduates with significant experience in business, environmental science, economics or a related discipline in the social or physical sciences. By graduation, you will understand the key drivers behind a low carbon economy, the business and environmental imperatives, and the regulatory framework in which it operates. This will provide you with the qualifications and expertise to secure positions, for example, in specialist consultancies, as carbon managers in major organisations or in helping to set the agenda at governmental level.

Partnerships

Alongside world class teaching, the programme collaborates with several leading companies and projects, including the Carbon Trust, the UK Climate Impacts Programme, the Carbon Benchmarking Project, Edinburgh Centre for Carbon Management (ECCM) and Camco, Accenture, Vestas and Ecometrica. The collaborations allow you to undertake bespoke training on carbon audits and climate change impact assessment, as well as offering excellent employment prospects.

The School also has new partnerships with the Carbon Trust (providing carbon audit training), Scottish Environmental Protection Agency (SEPA) and the 2020 Climate Group (now providing internships to our students).

Learning outcomes

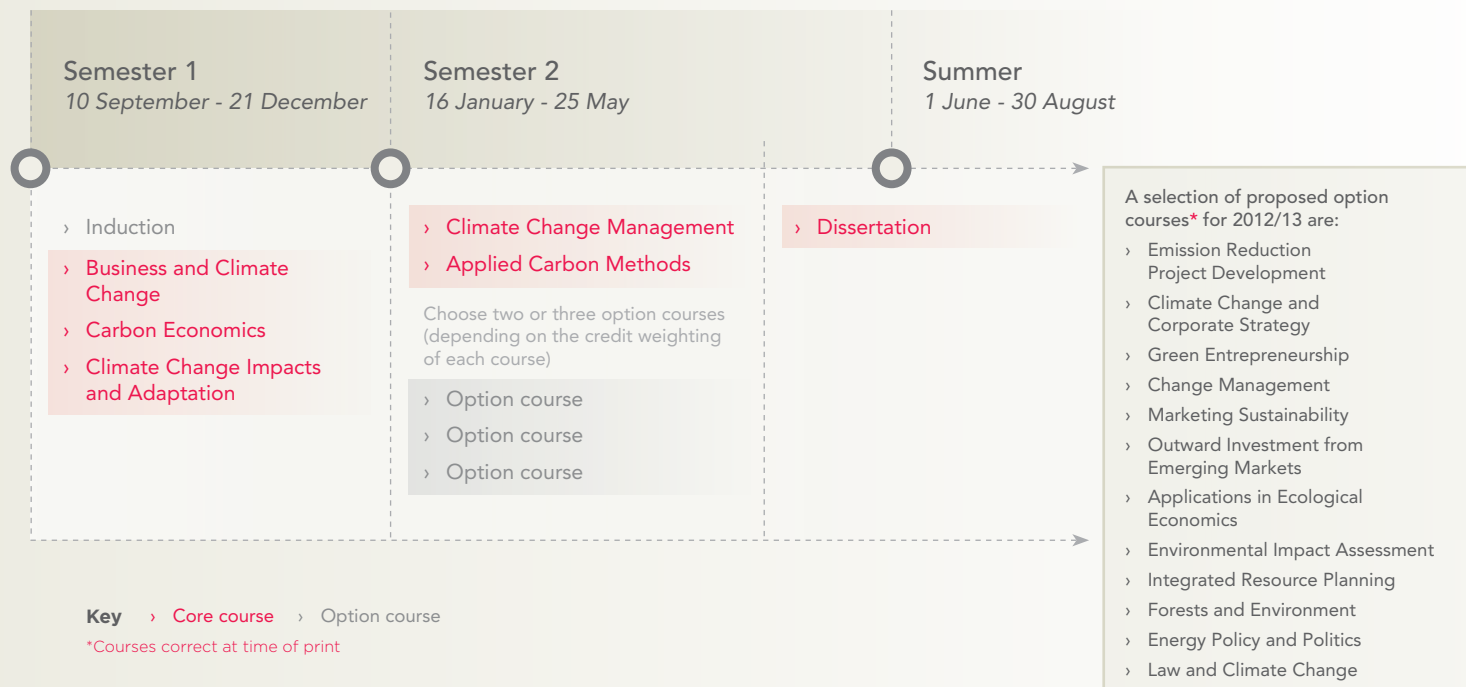
The programme aims to provide you with:

- a holistic understanding of carbon management through the integration of expertise in economics and business research with that in global carbon cycling, climate change impacts, adaptation and mitigation
- the conceptual and analytical skills that enable critical evaluation of projected climate change impacts on businesses and consumers
- the ability to assess the impact of policies, at international, national and local levels, on climate change, either through adaptation or mitigation
- the opportunity to conduct novel research in a wide range of carbon management projects
- key professional skills and expertise in carbon markets and international climate change mitigation mechanisms

Indicative graduate roles

- Internal Carbon Manager/Compliance Officer
- Renewable Energy Project Developers
- Carbon Auditors and Verifiers
- Impact and Adaptation Consultants
- Carbon Management Consultants
- PhD Research (Carbon/Climate Change)
- Carbon and Climate Change Advisors (Government and NGOs)

MSc in Carbon Management Programme Structure



Case Study

David Brotherton

MSc in Carbon Management, 2011 graduate



I'm studying for an MSc in Carbon Management. I had previously studied meteorology as my undergraduate studies. I subsequently studied for an MBA and wanted to get involved with sustainability. I always knew climate change was a problem. **In looking at this Masters I really liked the integration of business, economics and geosciences that the programme offers.**

On arrival it really struck me how diverse the programme is - a wonderful mix of cutting edge researchers, business leaders, angles and approaches we never considered before. It really is multidisciplinary. Courses range from research and development to African entrepreneurship. I've

worked part-time for the Business School spin-off company ENDS Carbon which has really helped bring my studies to life. **Through the carbon management society I've been on six field trips including nuclear and waste recovery organisations.**

I am very impressed with the diversity and backgrounds and nationalities of my classmates. I have made some life-long friends and have a multitude of new countries to visit.

I enjoyed the School experience so much I've just accepted a position as an Early Career Teaching Fellow and I look forward to meeting the class of 2012.

“The faculty is amazing – they really want you to succeed. They delivered well beyond what they said they would.”

Jeremy Mohr, AdvantagelQ

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The MSc in Carbon Management features five core courses. Three of these are studied in Semester 1 and two in Semester 2.

Option courses

This is your MSc. And this is where you tailor your studies towards your career interests. For the MSc in Carbon Management students select from a wide range of option courses offered by the Business School, School of GeoSciences, School of Social and Political Sciences and School of Law, (you have the opportunity to study two or three depending on the credit weighting of the particular options).

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year’s learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Indicative dissertation topics

- Analysis of climate change impacts on indigenous communities in the Arctic
- Charcoal production and reducing deforestation in sub-Saharan Africa
- Lean and green operations: can an integrated model deliver high performance?
- Coal mine methane and competitive advantage in South Africa and Australia
- Assessing mega city climate change preparedness
- The need for development and implementation of a growth strategy with low carbon energy mix in India
- Corporate carbon disclosure: conceptual and empirical assessment of driving forces
- Mitigation of soil nitrous oxide emissions using biochar
- Climate change impacts on cryospheric archaeology and adaptation responses

Recent speakers at the Business School:

- Cairn Energy
Chairman
- Charles Hendry
Minister for Energy
- Climate Change Capital
Vice Chairman
- Dresdner Kleinwort
Chief Economist
- Ford of Europe
Vice President – Legal, Governmental and Environmental Affairs
- KPMG
Director of Corporate Finance
- Nigel Griffiths
MP
- Scottish Development International
Operations Director
- Shell
General Manager of Oil Market Analysis
- Standard Life
Head of Socially Responsible Investing
- WWF Scotland
Director
- Wolfson
Microelectronics
Co-Founder and Non-Executive Director

Fees

Fees for entry in September 2012

Home/EU	£10,750
Overseas	£15,750

Application

For more information on application and entry requirements please see page 57 or visit our website.

business-school.ed.ac.uk/msc/carbon-management

MSc in Carbon Finance

This programme is the world's first dedicated to professionals in the carbon market and climate change investment field. The syllabus uniquely focuses on the business opportunities and financial flows driven by society's response to climate change.

From Moldova

Christian Pasa, a 2011 MSc in Marketing graduate stands in front of the iconic Scottish Parliament building.



About the programme

The MSc in Carbon Finance will appeal to graduates with a first degree in business, economics, environmental science or a related discipline in the social or physical sciences. Typically students will have work experience and will be wanting to move into a career in the carbon markets or in climate change investment, consulting or related policy and regulatory roles. A background in finance is not required for entry to the programme.

The explosion of carbon finance and investment has created a range of new types of business and new professional careers within both new and existing businesses. Typical employers include banks, asset managers, large industrials, consultancy firms, regulators and carbon start-ups.

The University of Edinburgh Business School has globally acclaimed expertise in both carbon and financial services. Lectures are given by academics with extensive professional experience, external experts and practitioners in carbon finance. The programme also draws on the broader climate change expertise of the University, especially in areas such as carbon capture and storage and renewable energy development. The finance and investment orientation of the programme sits alongside and complements the MSc in Carbon Management, which equips graduates for operational and general management roles in the sector. Together these programmes consolidate the School's position as a global leader in business and climate change education.

A core component of the programme is a group Carbon Consulting Project, which will provide an opportunity for you to work with a company over an eight-week period to help solve a specific problem related to carbon finance. These consulting projects are an excellent way to establish contacts in the sector.

The MSc in Carbon Finance offers a more specialised, finance and market-oriented alternative to the more generalist, operations-oriented MSc in Carbon Management also offered by the Business School.

Partnerships

The MSc in Carbon Finance programme has a number of exciting partnerships with industry, including organisations such as the Scottish 2020 Climate Group, Pacific Carbon Trust, Matrix Group, ENDS Carbon, The London Accord and Carbon Finance magazine. These partners work together with the programme on guest speakers, dissertation topics, carbon consulting projects or internships. Partners may offer potential career opportunities for carbon finance graduates.

Learning outcomes

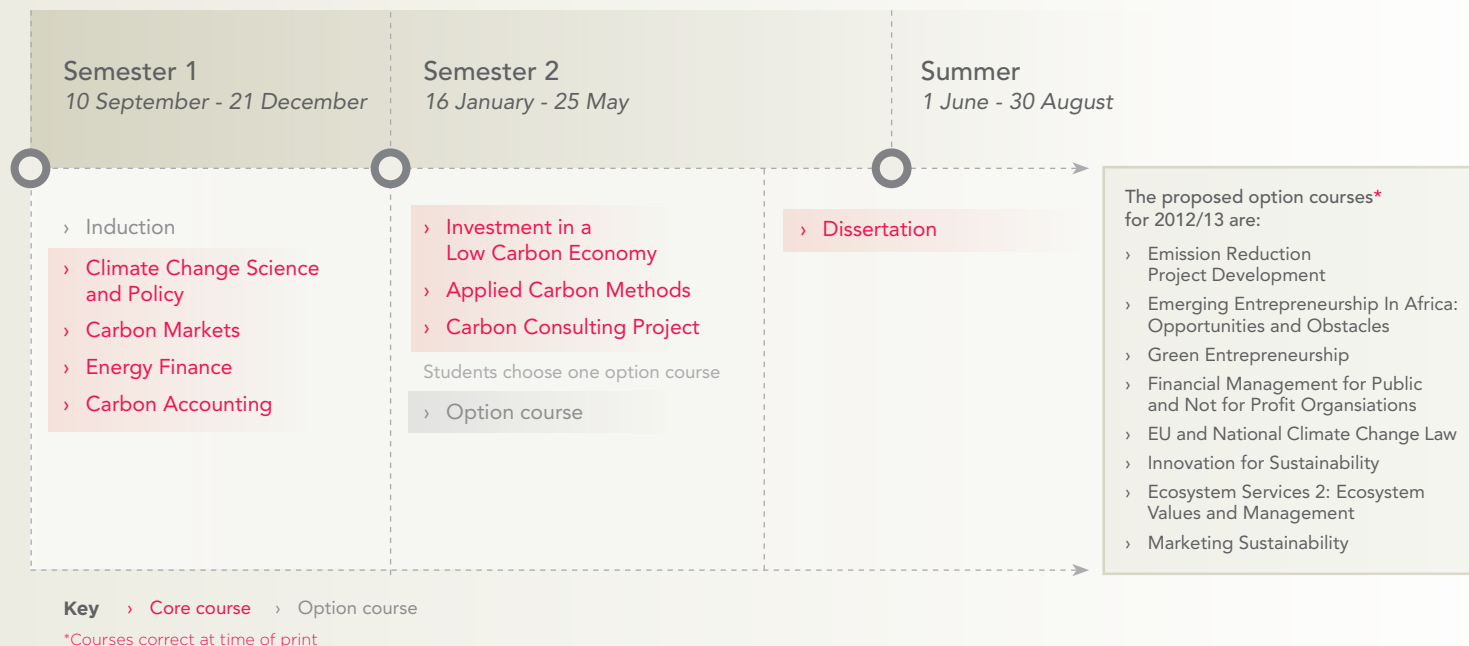
If you take this programme you will gain an understanding of:

- climate change science, greenhouse gas stabilisation pathways and the principal mitigation and adaptation options
- climate change policy responses at all levels and the types of regulatory response available to governments
- the relationship between climate change science, policy, carbon markets and other climate finance and investment
- essentials of conventional finance and financing issues in the energy sector in particular
- the structure and dynamics of carbon markets, including voluntary carbon markets and the flexibility mechanisms of the kyoto protocol and its successor agreement(s)
- accounting for carbon, carbon auditing, financial reporting and non-financial disclosure, benchmarking, taxation implications, and the ethics of carbon accounting

Indicative graduate roles

- Carbon Credit Developer
- Carbon Trader
- Carbon Consultant/ Service Provider
- Carbon Analyst
- Carbon Asset/ Fund Manager
- Carbon Accountant

MSc in Carbon Finance Programme Structure



Case Study

Gaelle Nuttall

MSc in Carbon Finance, 2011/12 student



I am from France, just near the border with Geneva. As one of the youngest students on the programme I am benefiting enormously from my classmates' experience. We are very lucky with students from 14 different nationalities and extensive work experience. **We have different backgrounds with some more scientific, others more numeric so it makes for a very interesting group.**

I previously studied business and have had internships working on climate change in Alaska and with a carbon fund in Geneva. I'm very involved in climate change issues and felt the best way of doing socially responsible business was through a Masters in Carbon Finance. I chose Edinburgh because the programme was

here but also because of Scotland's 42% emission reduction target for 2020. Scotland's enterprise and the Scottish people's point of view is really important.

The course of study has been great. Our group is spread between carbon markets and financial markets and policy, regulation and climate change issues. **The programme gives a great balance of knowledge and an overview of carbon finance that is very grounded in the real world.**

The programme involves a lot of personal work. You can do the minimum but you will not succeed. You control your own success; it is like the real world. Learn as much as you can as this is a great opportunity.

“Edinburgh pioneered the first ever MSc in Carbon Finance. I believe the programme speaks to the progress Scotland has made using market-based mechanisms to manage climate change mitigation.”

Branden Beatty, MSc in Carbon Finance

Induction

At the beginning of the programme there is a comprehensive induction week that provides an introduction to the School, the programme and the University. Designed to be both informative and fun, it enables you to get acquainted with your fellow students with whom you will be studying for the duration of the programme.

Core courses

The MSc in Carbon Finance features seven core courses. Four of these are studied in Semester 1 and three in Semester 2. Learning is achieved through lectures, set reading, exercises and case studies.

Option courses

This is a very technical programme with a lot of knowledge contained in the core curriculum. This is your MSc built on these solid foundations. And this is where you tailor your studies towards your career interests. For the MSc in Carbon Finance students select one course from a number of options relevant to extending your studies in a particular area.

Assessment

Each course component uses a combination of formal examination, individual/group assessment and presentations. The nature of the component will dictate which form(s) of assessment are used.

Dissertation

The conclusion of the MSc brings all of the year's learning together in a piece of work unique to each student. Taking inspiration from the information and insights you have gained, you agree the subject matter, in discussion with faculty, and set the research agenda. The subject chosen should be viewed in light of your own future career plans.

Indicative dissertation topics

Carbon finance in specific sectors, technologies, countries, carbon markets or standards

Comparative studies of the efficiency of alternative carbon financing instruments

Analysis of carbon pricing, risk or risk management

Exploring the relationships between energy finance and carbon finance

New developments in carbon accounting, taxation or auditing

Post-2012 international policy frameworks and carbon finance

Recent speakers at the Business School:

- Charles Hendry
Minister for Energy
- Climate Change Capital
Vice Chairman
- Wood Mackenzie
Research Manager
- Bloomberg New Energy Finance
Chief Editor
- Composite Energy
Chief Executive
- BP
Director, CCS Technology
- Mainstream Renewable Power
Global Head of Corporate Affairs
- Solar Century
Chief Executive
- Standard Life
Head of Socially Responsible Investing

Fees

Fees for entry in September 2012

Home/EU	£17,200
Overseas	£17,200

Application

For more information on application and entry requirements please see page 57 or visit our website.

business-school.ed.ac.uk/msc/carbon-finance

Making an application

Applying for your place is a simple and straightforward process.

Want to find out more?

We would encourage you to come to the School to attend one of our Open Days to truly experience our programmes. Details of forthcoming events are posted on our website. We can also arrange informal one-to-one sessions with our Student Recruitment Manager or Programme Directors and are happy to put you in touch with current students.

Educational and professional experience

The entry requirement is normally an Honours degree from a good university with an 'excellent' or 'very good' classification in accounting, finance or a related discipline and with some evidence of mathematical ability. (Our website clarifies international equivalents to the desired UK 2:1/1st honours degree.)

Work experience is not required. However, relevant work experience may increase your chances of acceptance. Conditional offers can be made whilst a final degree result/language score result is awaited. Individual programmes may have slightly different requirements so please visit our website for the most up to date information.

English language

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

- Test of English as a Foreign Language (TOEFL)
 - Paper based TOEFL - Overall score of 600 or above (with scores of at least 55 in each section and a score of 4.0 in essay writing)
 - Internet based TOEFL - Overall score of 100 or above (with scores no lower than Listening 21, Reading 22, Speaking 23 and Writing 21).
- International English Language Testing System (IELTS): Overall score of 7.0 or above (with a score of at least 6.0 in each section)
- Cambridge Certificate of Proficiency in English (CPE): Grade B
- Cambridge Certificate in Advanced English (CAE): Grade A

No other testing systems are acceptable as equivalent scores.

A degree from an English speaking university may also be accepted in some circumstances but must be no more than two years old at the beginning of your degree course.

If your first language is not English but you can prove your education was conducted in English, you must upload a letter or statement from your institution stating that English was the medium of instruction as well as assessment throughout your first degree. If you cannot do this, you will be required to take the language test.

It is essential you prepare for your language test in good time and, if possible, detail the test date on the application form.





How to apply

We ask all candidates to complete an **online application** and a personal statement which should indicate your reasons for applying to the programme. The statement should be approximately 500 words in length and answer the following questions:

- why have you selected this particular programme?
- what contributions do you feel you can make to the programme?
- how do you see the programme affecting your career plans?

Fees

For entry in September 2012 please refer to programme pages of this brochure or visit our website.

Application deadlines

Demand for places on the programme is high, and places are allocated to suitably qualified persons on a first-come, first-served basis. There is, therefore, a clear advantage in an early online application to the programme, uploading full documentation.

We recommend that you submit your application by **30 June 2012**. A limited number of applications received after this date may be considered, if there is no visa requirement. If the programme is full before this date we will indicate this on our website. Once an offer is made, you have 28 days to accept it.

To apply online and for details of deposit payments, visit the specific programme pages on www.business-school.ed.ac.uk

Get in touch

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www.business-school.ed.ac.uk



UNIVERSITY OF EDINBURGH
Business School

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