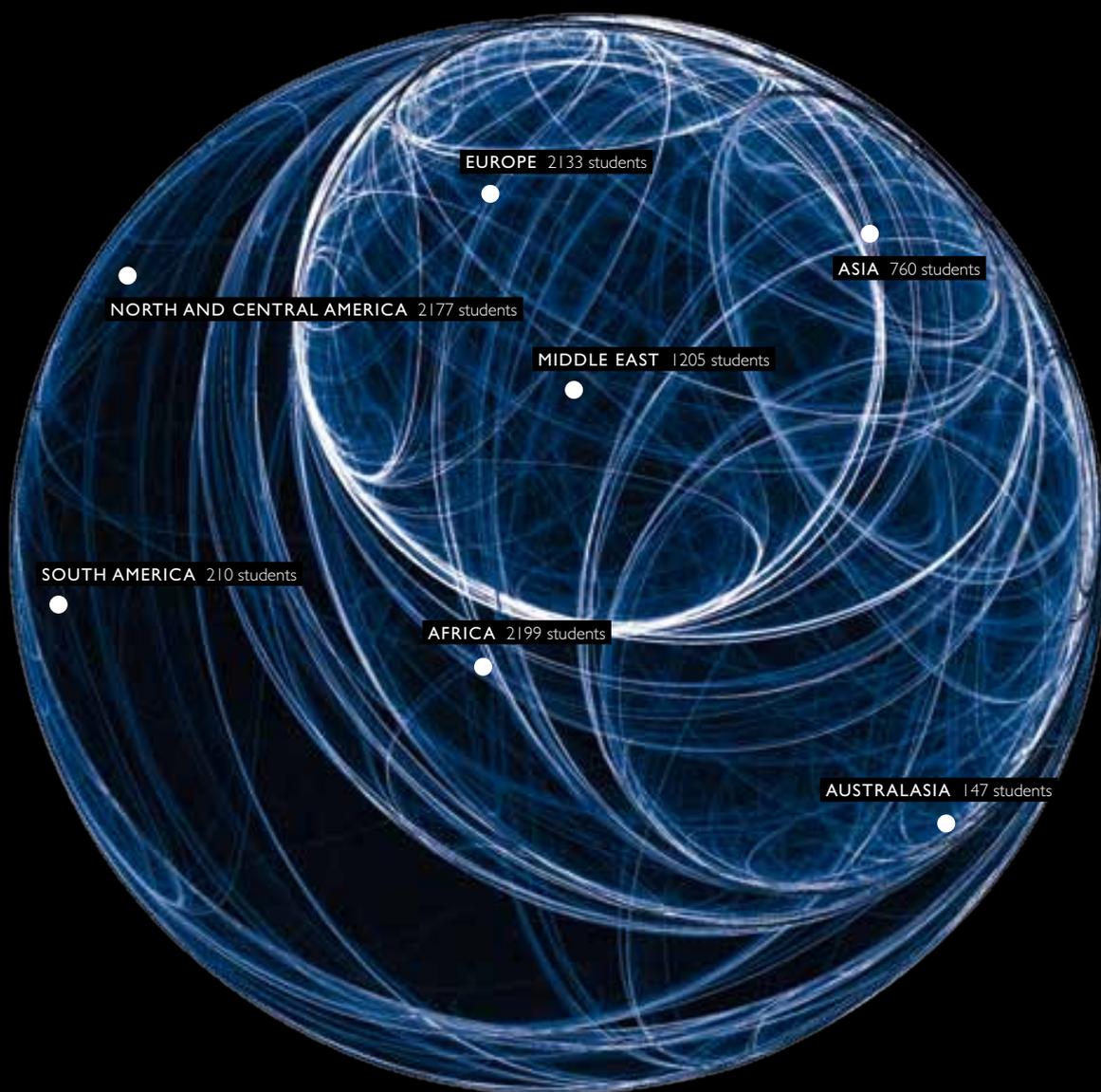


INTERNATIONAL
LEARNING.
INDEPENDENT
THINKING.

PROSPECTUS 2012





We learn, we grow. It's that simple.

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

Edinburgh Business School Prospectus 2012

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Welcome to Edinburgh Business School

Welcome to the home of the world's most popular MBA programme. Here, you can study when you like, where you like. You take exams when you're ready. And you can study in one of **five languages**. With more than **10,000 active students** and **14,000 alumni**, we offer a powerful network of like-minded individuals right across the globe. Little wonder that 40% of Fortune 500 companies have students on our programmes.



As the Graduate School of Business of Heriot-Watt University, we offer the flexibility to study how you want. Choose campus study in one of Europe's most beautiful and historic cities. Study online, with full support materials and access to faculty. Crucially, our global partnerships with established organisations also allow you to study locally and take exams in more than 350 locations.

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

Fuelling your ambition



Professor Keith Lumsden
MA, PhD, FRSE
Director, Edinburgh Business School

Success in business can only come with the right people. And though it is the collective resource that drives a business forward, it is the individual who is the catalyst for change. At Edinburgh Business School, we provide the fuel those individuals need.

Our programmes go into great depth on the theory of business, markets and specific disciplines. But, more important than all of this, they place learning in the context of your own personal experience. This way, you emerge better informed and better able to make the right decisions.

Here at Edinburgh Business School, we offer a learning experience that will challenge, excite and reward you in equal measure. It may well be the best decision you ever make in your career.

Why Edinburgh Business School?

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

Founded in 1821, Heriot-Watt University holds a Royal Charter from the UK government. Edinburgh Business School is the Graduate School of Business of Heriot-Watt University.

2 The **world's most flexible** **MBA** programme

Start when you like and finish when you like. Study from home or on campus. Our courses are designed to fit round you.

3 Study in one of **five languages**

Study and sit your examinations in English, Spanish, Chinese, Arabic or Russian – the choice is yours.

4 **Internationally-recognised** and rewarded

We have more than 10,000 active students. More than 14,000 alumni. And partners across six continents. Our MBA is the largest in the world and is included in the 2011 Financial Times listing at rankings.ft.com/businessschoolrankings/online-mba-2011

5 One of the **world's most innovative** business schools

You take exams when you're ready - not when we say so. Sit your exams in one of our 350 examination centres worldwide. And you don't always need a bachelors degree.

Our history

Edinburgh Business School

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

Our uniquely flexible approach was pioneered by the School's founder Professor Keith Lumsden and has been key to our success. The School's reputation among the world's most forward thinking businesses, organisations and government departments has attracted students from more than 160 countries.

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

The City of Edinburgh

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

David Hume, Adam Smith, Adam Ferguson, Joseph Black and James Hutton were just some of the gifted individuals who changed the way the world thought in subjects as diverse as economics, philosophy, engineering, architecture, medicine and law. Today, Edinburgh remains a world-renowned

Heriot-Watt University

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

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

From its modern campus on the green edge of Scotland's capital city, Heriot-Watt's programmes lead the way in areas as varied as energy, the environment and climate change, risk and modelling, infrastructure and transport, and the interface between life and physical sciences. Its research is world-class and cutting edge and sits among the top 5% of universities worldwide.

centre of education, business, finance, arts and literature, while its elegant architecture and vibrant cultural and entertainment scene attracts millions of visitors every year.

Study with Edinburgh Business School and you have the opportunity to spend time in the Scottish capital. Whether full-time study on campus or on one of our regular study weekends, you can explore all that this city and the country has to offer.

KAREN BATTOO
Trinidad

"I decided to travel to Scotland to attend three of the Executive/4 day intensive seminars on campus at EBS. Despite the international travel costs, it was far more convenient to attend the 4 day seminars than it was to attend 5-month semesters in Trinidad. Completing the intensives in Edinburgh not only gave me

the opportunity to connect with students from all over the globe, but it was also a truly rich and rewarding learning experience given the course format, the professionalism and experience of the lecturers and the opportunities to immerse oneself in the different global perspectives."

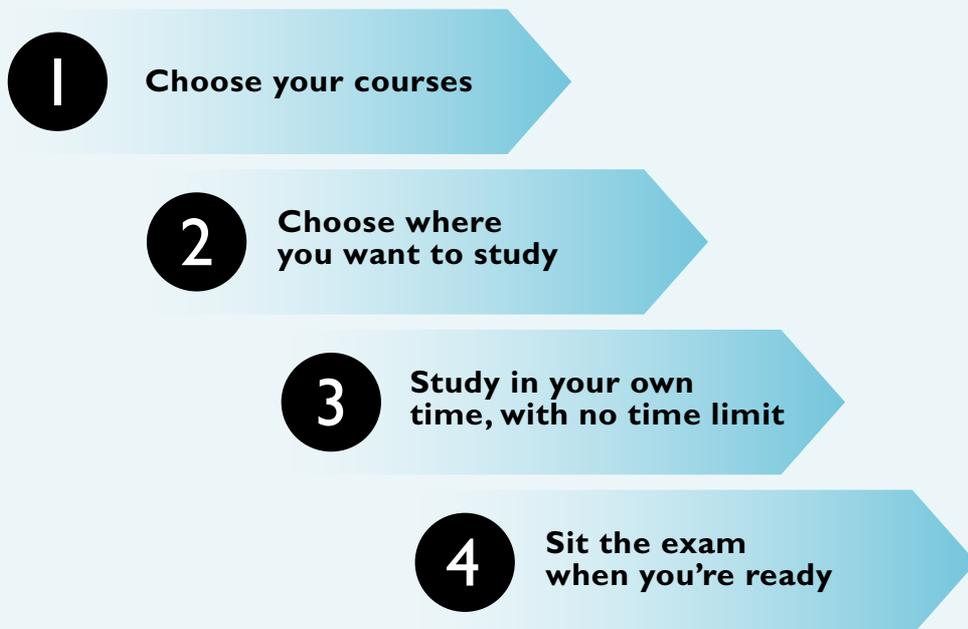


for more testimonials please go to the Edinburgh Business School website [ebsglobal.net/who-we-are/what-the-students-say](https://www.ebsglobal.net/who-we-are/what-the-students-say)

Taking a different approach

This is your MBA. Your MSc. Your Diploma. You simply decide what, how, where and when you want to study. And if you're not quite sure what programme will suit you and your career best, simply purchase a single course and see how you go. Each course is intellectually rigorous and up-to-the-minute. Together, they give you the knowledge, understanding and insight needed to succeed in the highly competitive business world.

Here's how it works:



There are no compulsory seminars to attend and no project work requirement. It's a simple approach, yet hugely effective.

Course portfolio

A standard MBA or MSc programme consists of nine courses. A number of these are mandatory for each degree programme, the rest can be chosen from a list of more than 40 specialist subjects. You can find these at ebsglobal.net/programmes/courses



SURES MUNIANDY
Brunei

“Choosing EBS for my MBA was a wise choice. I realised the quality of the programme from my very first module; Organisational Behaviour. It was a tough ride for 2.5 years, but I pulled through. A strong dedication with great assistance from the faculty boards made it possible. Having a flexible programme especially for the busy executives is crucial. If not, the chance of them not completing the programme is very high. That said, EBS is a masterpiece in delivering distance learning MBA.”

 for more testimonials please go to the Edinburgh Business School website ebsglobal.net/who-we-are/what-the-students-say

How it works

The start of your MBA is the start of an invigorating experience that could make a real difference to your career. If you choose independent study, the journey begins with the receipt of your course materials. What happens next is up to you. You can study on your own. You can engage with fellow students through a variety of EBS online networking sites. You can discuss any aspect of your course with faculty on the Faculty Board.

You can, of course, meet-up with your fellow students and faculty at one of our four-day seminars and two-day revision sessions on campus in Edinburgh. Here, you'll take part in an intensive period of study that will widen your knowledge and accelerate your learning. Closer to your home, you can find help and study support at one of our 25 partners.

When you feel you are ready, you sit the exams of the courses you've studied during one of two exam sessions held every June and December at one of more than 350 locations worldwide. Gain passes in those subjects and you're ready to move on and tackle the next.

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

[online course text](#) • [case studies and questions](#) • [software that interprets your performance and advises on strengths and weaknesses](#) • [past exam papers, with answers](#) • [web-boards to interact with faculty](#)

All you need

We provide everything you need to study effectively. That means a comprehensive course text delivered in print and through an interactive, password-protected website. The course website also offers questions, case studies, past exam papers with model answers, links to relevant websites and a question and answer facility with faculty on the Faculty Boards.

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

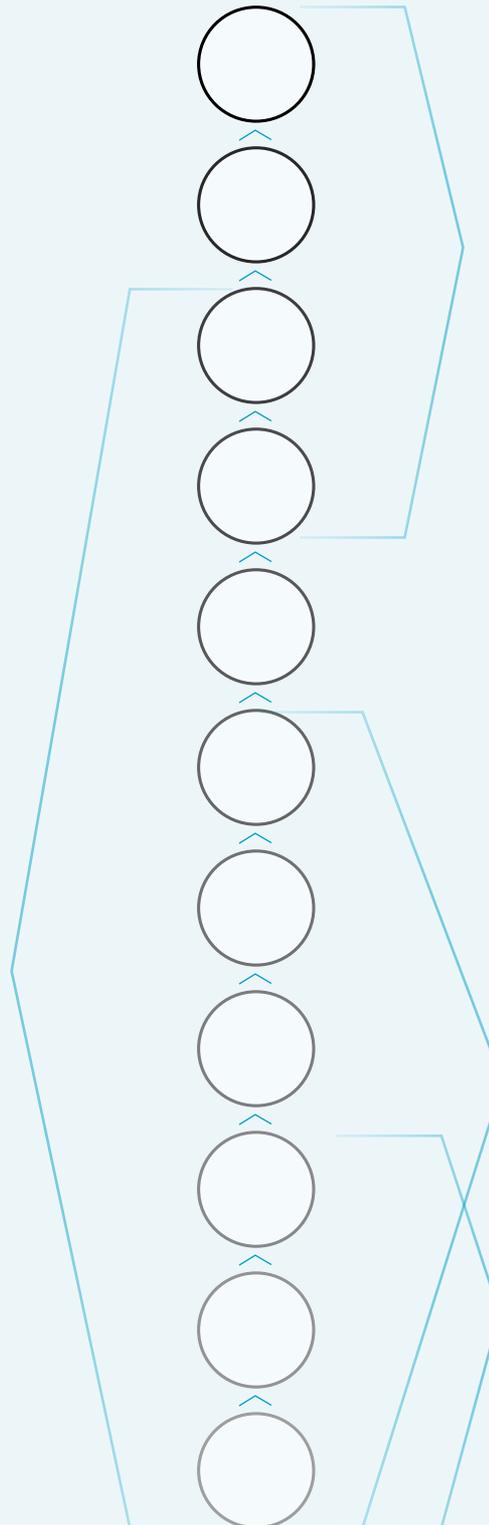
An innovative feature of the course website is The Profiler. This ingenious interactive facility builds a picture of your strengths and weaknesses to identify those areas that need improvement as you build towards the exam.

Our modular approach

Edinburgh Business School has over 40 courses to choose from. You simply select the one that is relevant to the programme you want to follow and begin what is typically around 200 hours of study. Then, when you feel you're ready for the exam, you pay a fee and arrange to sit it in one of 350 exam centres around the world.

How many courses you take depends on the qualification you want to achieve. For an MBA or MSc, you will need to pass nine courses; an MBA with a Specialism takes 11 passes, Six passes are required for a Postgraduate Diploma and three for a Postgraduate Certificate. So even if you are unable to complete the full MBA or MSc, you'll leave the programme with a meaningful qualification.

9 Courses
MBA or MSc
in HRM, Marketing,
Financial Marketing or
Strategic Planning



4 Specialist electives
plus 7 MBA core
MBA with specialism

6 Courses
Postgraduate
Diploma
in Business Administration,
HRM, Marketing,
Financial Management
or Strategic Planning

3 Courses
Postgraduate
Certificate
in Business Administration,
HRM, Marketing,
Financial Management
or Strategic Planning

Study on or off campus

This is your learning agenda. Not ours. So when it comes to the method of study, we let you choose. If you want to learn at home, you'll find all the materials and online support you need. If you want to mix with fellow students in an environment of mutual learning, then you can enrol with one of our 25 Approved Learning Partners, in key locations across the globe.

You can also come to Edinburgh to study full or part-time on our modern campus. Here, you'll complete your MBA over 12 months (full-time) or 24 months (part-time). This includes around 48 hours of contact time per subject with faculty.

Seminars

The Edinburgh Business School seminars give students an opportunity to immerse themselves in a four-day learning 'hothouse'. Delivered on campus by leading faculty, they offer practical insights into specific aspects of a particular subject. You'll examine relevant case studies and mix with students from different countries, cultures and career paths. Experiences are shared, solutions found and new knowledge gained.

A number of these four-day seminars are run every year and are open to all Edinburgh Business School students irrespective of course or programme.

Seminar programmes and dates for the forthcoming sessions can be found at [📄 ebsglobal.net/miscellaneous/timetable-for-DL-on-campus-seminars](https://ebsglobal.net/miscellaneous/timetable-for-DL-on-campus-seminars)

Networking

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

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

You not only tap into this ever-present student resource, but when you graduate you join an alumni group of more than 14,000. These successful business men and women can be found in all corners of the globe, in many different careers with hundreds of organisations. It's a powerful network, just waiting for you.

International partners

Not every student likes to study alone. But then not every student can make it to Edinburgh to study on campus. There is, however, another way. Study with one of our 25 Approved Learning Partners and you mix with fellow students in a cultural setting that may be more familiar to you.

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

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

Our Learning Partners are located right across the world. Their details can be found at [📄 ebsglobal.net/who-we-are/approved-learning-partner-study](https://ebsglobal.net/who-we-are/approved-learning-partner-study)

Languages

We have translated, or are translating all the MBA core course texts and some elective course texts into Chinese, Spanish, Arabic and Russian. Exams can also be taken in these languages and there is no restriction if you wish to study one course in one language and one course in another.

The degree certificates do not refer to language as this has no bearing on your intellectual output. You can complete the certificate, diploma or MBA using your chosen languages from the available translations. A minimum knowledge of English may be required to manage your programme administration. [📄 ebsglobal.net/programmes/language-options](https://ebsglobal.net/programmes/language-options)

Assessment

Each course is assessed by a three-hour written examination, set and graded by Edinburgh Business School. When you feel you have mastered your subject and are ready to be tested in your knowledge, you simply pay for your exam and take it. There are two exam sessions every year, in June and December, and these are held in more than 350 locations worldwide.

You can find the closest one to you by selecting your country at [📄 ebsglobal.net/studying-globally/globalstudy-introduction](https://ebsglobal.net/studying-globally/globalstudy-introduction)

Our programmes

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

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

The MBA

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

The MSc

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

The DBA

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



The MBA

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

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

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

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

Admission

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

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

Passes

The Edinburgh Business School MBA is yours when you complete seven core courses and two electives chosen from a wide range of subjects. A full subject listing is on pages 24-25 or at

ebsglobal.net/programmes/courses

Exemptions

If you hold an undergraduate degree in a relevant subject, you may be eligible for an exemption from that course.

You may also be eligible for exemption if you are the holder of a recognised professional qualification. Credit transfers may be available if you have a masters level qualification. ebsglobal.net/programmes/mba-distance-learning-exemptions

Interim/exit awards

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



"During my research for an MBA programme, I reviewed many and thoroughly considered 12-15 institutions. I chose to study through Edinburgh Business School because of the programme's reputation, thorough and challenging curriculum and flexibility. Having had no previous experience with the university to that point, I had to trust what I had read and what I had heard from my peers. At no time during my course of study was I disappointed. I always found the material to be relevant and current, the courses and exams to be challenging and fair; and the school's staff to be accessible, responsive and helpful!"



for more testimonials please go to the Edinburgh Business School website ebsglobal.net/who-we-are/what-the-students-say

Independent study

Every programme we do, every course we offer can be studied from anywhere in the world. That means you can study on your own, at your own pace, without attending classes in Edinburgh or at one of our partners. There is no mandatory group or project work and, because all the materials are self-sufficient, no need to conduct research in a university library. Examinations can be taken at more than 350 centres around the world – in fact in every major city where our students live or work.

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

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

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

- Comprehensive course text
- Interactive course website
- Web access to Faculty
- Full use of the EBS Student Services website
- Optional contact with fellow students

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

VLADIMIR SHEVCHENKO
Russia

“Full-time study was not a feasible option for me and a tough travel schedule made regular evening classes a doubtful solution. EBS’s MBA really is one of the few programmes which offer fantastic flexibility with no compromise over quality. An excellent mix of professional distance learning materials,

selection of courses, various study and examination options, top quality textbooks written by respected professors gives you an opportunity to concentrate on study in almost every situation. I managed to study in trains, airports, hotel rooms without losing the subject focus. During one of the extremely challenging projects

at work I had to suspend my study for a year but then resumed and succeeded.”



for more testimonials please go to the Edinburgh Business School Website ebsglobal.net/who-we-are/what-the-students-say

Approved Learning Partners

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

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

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

Start dates, fees, applications and admissions

Start dates, fees and application and admission procedures are set by the Approved Learning Partner. A full list is available at;

[ebsglobal.net/who-we-are/approved-learning-partner-study](https://www.ebsglobal.net/who-we-are/approved-learning-partner-study)



"It was indeed an enriching experience. When I started the EBS MBA I was heading the Commercial Banking Department at the Bank of Uganda (BOU) as a Director. By the time I completed in 2007, I had been promoted to Executive Director Supervision, the second most senior position in the Bank after the Governor's office and the only lady Executive! My MBA has enhanced my skills in providing leadership towards achievement of a strong and sound financial sector in Uganda by applying the Organisational Behaviour principles. The MBA also helped me in promoting a positive corporate image through knowledge I gained from the Corporate Governance course."



for more testimonials please go to the Edinburgh Business School website [ebsglobal.net/who-we-are/what-the-students-say](https://www.ebsglobal.net/who-we-are/what-the-students-say)

The full-time MBA in Edinburgh

The full-time MBA is studied on-campus in Edinburgh over a 12 month period. It provides an exceptional opportunity to study in an inspirational European capital in an atmosphere of mutual learning with like-minded individuals.

Following the same programme structure of the online MBA, you'll gain ready access to the full teaching and social facilities at Edinburgh Business School and experience life to the full in a beautiful new city.

Each student will receive all they need to study and will benefit from 48 hours of tutored interaction with teaching faculty for each core course. Typically this consists of:

- a four-day intensive seminar including simulations, case studies and class discussions
- a two-day revision session to prepare you for the exam

A full schedule is available at ebsglobal.net/miscellaneous/timetable-for-full-time-on-campus-seminars

Start dates

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

Fees

Fees for the full-time MBA starting September 2012 and January 2013 are £15,300 in total. This excludes accommodation and may be subject to change without notice.

Applications and admissions

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

- a recognised first or second class honours degree, or a qualification deemed to be equivalent, or passes in three of the MBA courses (one of which must be core).
- a minimum of two years' post-qualifying full-time work experience of a relevant nature, a CV and two reference letters, ideally one academic and one work reference must be submitted with the application form.
- evidence of competence in the English language. IELTS 6.5; TOEFL 637 (paper-based test), 110 (internet-based test); or any tier 4 approved English language test at grade C1 or above.

ebsglobal.net/programmes/mba-full-time-admissions

To begin your MBA application for study on campus in Edinburgh, please download and complete the application and reference forms at ebsglobal.net/programmes/mba-full-time-admissions

The full-time MBA in Dubai

The full-time MBA is studied on-campus in Dubai over a 12 month period. The campus, in Dubai Academic City, provides students from the Gulf and surrounding areas the opportunity to study their chosen programme in a beautiful modern setting. Here, you'll benefit from high quality teaching in English from visiting lecturers from our Edinburgh campus as well as faculty who are based in Dubai. The programme is supported by a full-time, dedicated team.

Following the same programme structure of the online MBA, you will receive all the materials you need for study and benefit from over 50 hours of tutored interaction. The teaching session for each course typically takes place over weekdays and is spread over the 12 month period of study.

Start dates

The full-time MBA programme starts in September and January of each year.

Fees

Fees for the full-time programme in 2012/13 are AED 9,000 per course.

Application and admissions

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

- a recognised first or second class Honours degree, or a qualification deemed to be equivalent, or passes in three of the MBA courses (one of which must be core).
- a minimum of two years' post-qualifying full-time work experience of a relevant nature, a CV and two reference letters, ideally one academic and one work reference must be submitted with the application form.
- evidence of competence in the English language. IELTS 6.5/9, or TOEFL: (internet-based test) 92/120, TOEFL (paper-based test) 580/677.

The part-time MBA in Edinburgh

The part-time MBA from Edinburgh Business School combines the flexibility of distance learning with the opportunity to mix with your fellow students.

Over a period of two years, you study from home and attend nine 4-day intensive seminars (held between Thursdays and Sundays) and 2-day revision sessions on our Edinburgh campus. As with the full-time and online MBA programmes, students study seven core and two elective courses. A full schedule is available at ebsglobal.net/miscellaneous/timetable-for-part-time-on-campus-seminars

This part-time MBA is ideal for those looking to study for a prestigious MBA while continuing in their full-time career. When you come to our attractive, relaxed campus in Edinburgh, you have the chance to meet teaching staff and your fellow students to share ideas and debate burning business issues.

Executives join the part-time MBA for many reasons. Yet, it is not only the individual who stands to gain from his or her studies. Many leading private and public sector organisations have realised the immense benefits that an Edinburgh Business School MBA can bring.

Start dates

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

the four-day seminars can be found at ebsglobal.net/miscellaneous/timetable-for-DL-on-campus-seminars

Fees

Fees for the part-time MBA starting October 2012 and January 2013 are £15,300 in total. This excludes accommodation and may be subject to change without notice.

Applications and admissions

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

- a recognised first or second class honours degree, or a qualification deemed to be equivalent, or passes in three of the MBA courses (one of which must be core).
- a minimum of four years' post-qualifying full-time work experience of a relevant nature, a CV and two reference letters, ideally one academic and one work reference must be submitted with the application form.
- evidence of competence in the English language. IELTS 6.5; TOEFL 637 (paper-based test), 110 (internet-based test); or any tier 4 approved English language test at grade C1 or above. ebsglobal.net/programmes/mba-part-time-executive-admissions

To begin your part-time MBA application, please download and complete the application and reference forms at

ebsglobal.net/programmes/mba-part-time-executive-admissions

The part-time MBA in Dubai

The part-time MBA is studied on-campus in Dubai over a 22 month period. The campus, in Dubai Academic City, provides students from the Gulf and surrounding areas the opportunity to study their chosen programme in a beautiful modern setting. Here, you'll benefit from high quality teaching in English from visiting lecturers from our Edinburgh campus as well as faculty who are based in Dubai. The programme is supported by a full-time, dedicated team.

Following the same programme structure of the online MBA, you will receive all the materials you need for study and benefit from over 50 hours of tutored interaction. The teaching session for each course typically takes place over weekends and is spread over the 22 month period of study.

Start dates

The part-time MBA programme starts in September and January of each year.

Fees

Fees for the part-time programme in 2012/13 are AED 9,000 per course.

Application and admissions

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

- a recognised first or second class Honours degree, or a qualification deemed to be equivalent, or passes in three of the MBA courses (one of which must be core).
- a minimum of two years' post-qualifying full-time work experience of a relevant nature, a CV and two reference letters, ideally one academic and one work reference must be submitted with the application form.
- evidence of competence in the English language. IELTS 6.5/9, or TOEFL: (internet based test) 92/120, TOEFL (paper-based test) 580/677.

Specialist MBAs

(only available for study in the English language)

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

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

MBA with a specialism in Finance

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

Choose four of the following specialist courses:

Corporate Governance • Credit Risk Management • Derivatives • Financial Risk Management • Mergers and Acquisitions • Practical History of Financial Markets • Quantitative Methods

MBA with a specialism in Human Resource Management

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

Choose four of the following specialist courses:

Developing Effective Managers and Leaders • Employee Relations • Employee Resourcing • Human Resource Development • Human Resource Management • Influence • Managing People in Changing Contexts • Managing People in Global Markets • Managing Personal Competencies • Negotiation • Performance Management

MBA with a specialism in Marketing

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

Choose four of the following specialist courses:

Consumer Behaviour • International Marketing • Marketing Channels • Marketing Communications • Marketing Research • Negotiation • Principles of Retailing • Quantitative Methods • Sales Force Management • Services Marketing

MBA with a specialism in Strategic Planning

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

Choose four of the following specialist courses:

Alliances and Partnerships • Corporate Governance • Competitive Strategy • Leadership • Making Strategies Work • Mergers and Acquisitions • Strategic Negotiation • Strategic Risk Management

MBA scholarships

At Edinburgh Business School, we passionately believe that education should be open to all those with intellect, ability and a determination to learn. We also believe that talent should take precedence over money. That's why, in 2010, we launched a series of scholarship programmes.

Scholarships for on-campus study in Edinburgh

Should you be accepted onto our full-time or part-time programme at our Edinburgh campus and are experiencing financial hardship, we can provide a monetary grant of up to £3000.

This allows you to come to Edinburgh to study for your qualification. Awarded at the discretion of the Edinburgh Business School Scholarship committee, the scholarships take into account prior academic achievement, the extent of your financial hardship and the potential impact the MBA will have on your career.

We consider all applications for funding during both the September and January intakes each year. Applications should reach the Edinburgh Business School by no later than 1 August or 1 November for the respective intake. Applicants wishing to take advantage of the scholarship scheme are encouraged to submit their application to the full or part-time programme well in advance of the scholarship application deadlines as scholarship funding is strictly limited. To make an enquiry or to request an application form please contact Edinburgh Business School.



Mrs Graça Machel at launch of Edinburgh Business School African Scholarship, Johannesburg 2010

African Scholarship Scheme

This scheme is believed to be the largest ever offered by a UK university in Africa and has won the backing of Graça Machel, the renowned international advocate for women and children's rights and wife of Nelson Mandela. It gives up to 250 students from sub-Saharan Africa an unrivalled opportunity to study by distance learning at one of the world's best business schools.

The scheme is run in association with Canon Collins Trust, one of the most respected education scholarship charities in Africa, with over 30 years' experience in managing scholarships schemes for African students

Every year until 2014, up to 50 students will be accepted and supported to study the MBA by distance learning. We believe these scholarships will not only transform the careers of the individual students, they will help them make a positive impact on their local communities and business organisations.

To apply, please go to ebsglobal.net/africa and follow the links – or visit the Canon Collins Trust website at canoncollins.org.uk/scholarships/DistanceLearningMBA.php

MSc programmes

(only available for study in the English language)

The Edinburgh Business School MSc programmes have been designed for those who are serious about career progression. Ideally suited for students at the beginning of what they expect will be a successful management career, they are interrogative, challenging and engaging.

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

To achieve the MSc, you will need to pass five core and four elective courses.

Admission

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

Exemptions

If you hold an undergraduate degree in a relevant subject, you may be eligible for an exemption from that course. You may also be eligible for exemption if you are the holder of a recognised professional qualification. Credit transfers may be available if you have a masters level qualification. See ebsglobal.net/programmes/msc

Interim/exit awards

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



MSc in Financial Management

The MSc has been designed to give financial professionals the ability to make a crucial contribution where it matters most in business: at the bottom line.

It provides a wide-ranging understanding of financial techniques and their application – but does not require a high-level mathematical understanding of finance theories. You will engage in a specialist study of the key areas of: corporate finance; mergers; investments; derivatives; credit risk; and risk management. The knowledge you gain can be applied in very real, practical ways.

A full list of courses can be found on pages 24-25 or at [📄 ebsglobal.net/programmes/msc-financial-management-structure](https://www.ebsglobal.net/programmes/msc-financial-management-structure)

Careers in the sector depend upon a strong understanding of the foundations and dynamic nature of finance and the vagaries of investment behaviour. The MSc will give you that, preparing the way for a career in a wide variety of positions within the finance profession.

The Association of Chartered Certified Accountants (ACCA) exclusively recommend that ACCA affiliates and members progress to the EBS MSc in Financial Management if they want a specialist postgraduate qualification. See [📄 accaglobal.com/members/qualifications_partners/academic/msc_finance](https://www.accaglobal.com/members/qualifications_partners/academic/msc_finance)

MSc in Marketing

This intellectually challenging programme will help to create the marketing leaders of tomorrow. It will allow you to solve real problems and make the kind of informed decisions that can transform the marketing of your organisation.

This MSc will provide you with an understanding of the key marketing concepts, tools and techniques enabling you to add real value to your business and advance your career in the process.

The programme will appeal to graduates in non-business subjects who wish to develop a career in marketing and individuals who have business-related work experience and now wish to move into marketing, or upgrade their skills and decision-making capability in the discipline.

A full list of courses can be found on pages 24-25 or at [📄 ebsglobal.net/programmes/msc-marketing-structure](https://www.ebsglobal.net/programmes/msc-marketing-structure)

MSc in Human Resource Management

Ask any organisation to identify the key to their success and they'll say "our people". But for those people to perform at their best, they need to work in an atmosphere in which they feel valued and rewarded. The HR professional is one of the keys to delivering just that.

This programme will enable managers, whatever their present level of experience, to develop the strategic, functional and personal skills they need to meet the increasingly demanding roles of HR.

The programme also addresses the increasingly important interfaces between HR and other key business functions, including marketing and communications, information & communications technologies and knowledge management.

A full list of courses can be found on pages 24-25 or at [📄 ebsglobal.net/programmes/msc-human-resource-management-structure](https://www.ebsglobal.net/programmes/msc-human-resource-management-structure)

MSc in Strategic Planning

What does an organisation want to achieve? How does it go about achieving it? These are the fundamental questions at the heart of strategic planning. This MSc will help you answer them.

In a world of rapid change, organisations that can identify the need for change, design the changes needed and implement these more effectively and efficiently than others are more likely to survive and prosper.

Designed for senior managers holding substantive positions in organisations - this programme will help you develop a strategic understanding beyond your functional speciality.

A full list of courses can be found on pages 24-25 or at [📄 ebsglobal.net/programmes/msc-strategic-planning-structure](https://www.ebsglobal.net/programmes/msc-strategic-planning-structure)

The DBA

(only available for study in the English language)

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

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

Our high calibre students have diverse, challenging careers, such as senior police commander in Asia, company CEO in Canada, senior academics in Ireland and postdoctoral researcher in Vietnam.

The programme builds on our internationally successful MBA and MSc programmes, utilising established distance-learning-based delivery and support systems. Graduate with a DBA and you'll be able to analyse complex business issues and develop original and reliable solutions. You'll generate an understanding of the synergies and insights that come from integrating different disciplines within the context of original research.

Structure

The DBA has three distinct stages. Complete all three and you'll be among the very best practitioners of research-based business solutions in the world.

The Course stage

Demonstrates your knowledge and expertise in the subject discipline(s) required to underpin the subject of your thesis.

The Mentored stage

Defines an appropriate subject for your thesis.

The Supervised stage

Allows you to conduct a literature search, then write and defend a 45,000 word thesis.

Admissions

Before commencing any study, you must complete the Edinburgh Business School DBA application and reference forms; these require you to provide an outline of your proposed area of research. To join the DBA programme, you must have five years' experience and a relevant Masters degree – either an MBA or an MSc in business and management subject(s), or a relevant PhD. All DBA students must be fluent in the English language.

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

VAL KAPLAN
China

"The EBS programme is a perfect fit for people like me – ex-pat professionals with busy schedule, lots of travel and dynamic life style. I was able to sit my exams in Seoul, Shanghai and Hong Kong and doubt that such flexible arrangements would

be available with any other programme. In addition, students can take advantage of web based support, course forums as well as student community support at the 'watercooler'."



for more testimonials please go to the Edinburgh Business School Website ebsglobal.net/who-we-are/what-the-students-say

The Course stage

Once accepted onto the programme, you must first complete the three courses titled Introduction to Business Research 1, 2 and 3. These will help you understand the research process:

Introduction to Business Research 1 gives you a basic understanding of what research is and how it is carried out. It is particularly useful if you have not undertaken any postgraduate research before.

Introduction to Business Research 2 considers research methodology and literature review. It explains how to carry out a business-related literature review and then use it to develop a hypothesis or theory about a business issue.

Introduction to Business Research 3 concentrates on statistical techniques for data collection, analysis and drawing conclusions.

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

Course fees

Each course in the Course stage is subject to the prevailing course fee. ebsglobal.net/programmes/self-study-pathway-fees

The Mentored stage

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

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

Mentoring fee

The Mentoring fee is £600 per six-month period, payable in advance of each period. Mentoring fees can only be paid directly to Edinburgh Business School in the UK.

The Supervised stage

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

Your supervisor will be a senior academic with specific knowledge of your chosen area of research. He or she may or may not be a member of our faculty. You will have approximately six hours of contact time with the supervisor every month; communication will be primarily via email.

As with the research proposal, each stage of your research must be developed to a level acceptable to the Edinburgh Business School DBA Research Committee.

After acceptance of the literature review and synthesis, you will work on your thesis (approximate length 45,000 words) under the direction of your supervisor. The thesis is then submitted formally to Heriot-Watt University and assessment takes the form of a review followed by an oral 'defence'. The examination will be conducted in person or by live video link.

Typically, the supervised stage lasts two to three years, but this can vary greatly by individual student.

Supervision fee

The Supervision fee is £4,000 per year, payable in advance of each 12-month period. Supervision fees can only be paid directly to Edinburgh Business School in the UK.

Examination and exemption fees

Examination and exemption fees are £100 per course, increasing to £125 in June 2012. This is normally payable directly to EBS in GBP, see

ebsglobal.net/programmes/self-study-pathway-fees.

Exemption fees, and all DBA mentoring and supervision fees, are always paid directly to EBS.

The DBA: original research, practical applications

Edinburgh Business School has more than 60 DBA students at the Mentoring and Supervised stages; many more are at the Course stage.

Here are selections of subjects being studied at the Supervised stage:

- The influence of culture on national competitive advantage (Africa)
- Strategic decision-making in an extractive industry (Europe)
- The role of value driver tools in strategy implementation for a mining company (Africa)
- The adoption of environmentally sustainable management practices in an agricultural industry (North America)
- Designing and using a risk management model (Europe)
- Price setting in grocery retailing (North America and Europe)
- Environmental uncertainty and strategic orientations in a telecommunications sector (Africa)
- Strategic planning in a service sector (Europe)
- Modeling risk in capital investment decisions for a mining company (Africa)
- The effect of financial liberalisation on the competitiveness and efficiency of an Asian banking industry (Asia)
- Sources of competitive advantage in a manufacturing industry (Middle East)
- Pursuit of local objectives for a non-profit organisation and its relation to organisational objectives (Europe)
- Designing and using a risk management model (Europe)
- Effect of performance incentives on the alignment between activities and strategy (Asia)
- The effect of culture on the conduct of management education (Europe)

Completed theses include:

- The Sarbanes-Oxley Act and German Non-profit Organisations: Empirical Research of Organisational Compliance
- Grasping the intangibles behind the implementation of environmental practices in the Ontario grape and wine industry
- How do extrinsic performance incentives affect the alignment between front-line police performance and police strategy?
- The design and use of an integrated causal risk management model to predict the likely effect of proposed actions on the risk profile

**MPOTI
RALEPHATA**
South Africa

"When I decided to study for a DBA degree my two overriding criteria for selecting a University were that it should offer a full distance-learning international programme that was flexible enough to accommodate my travelling schedule.

The EBS DBA fully met and exceeded my expectations. Firstly the study component of the program equipped me

with research skills that proved to be a key success factor for my research. Secondly the EBS DBA roadmap with clearly defined tollgates instilled discipline in my work and constantly reassured me that I was making progress. Lastly my interactions with my research supervisor were greatly enhanced by the EBS web based learning platform. There were no unnecessary

delays while I waited for feedback or an appointment to discuss with the supervisor.

I strongly recommend the EBS DBA program."



for more testimonials please go to the Edinburgh Business School website ebsglobal.net/who-we-are/what-the-students-say

GRAHAM MITCHELMORE
Hong Kong

"When, some years ago, I first dipped my toe into the uncertain seas of distance learning, I never imagined that 12 years on I would hold a Doctorate, two Masters degrees and an enormous sense of personal satisfaction. Edinburgh Business School has certainly been an important part of those achievements.

I chose to study with EBS for several reasons. First, through the Heriot-Watt University I was reassured that my qualifications would have the worldwide credibility of a 'Royal Charter' UK university, a credibility that was further justified by notoriously tough examinations. Next, the independent nature of the programmes, with no residential or group study requirements, combined with self-contained notes, meant that my study time was used very effectively.

Finally, the flexible structure allowed me to combine a busy career with life-long learning.

I approached my MBA with a non-committal and incremental approach, not certain that I would have the time or ability to carry it through. I persisted though, and after four years, I travelled to Edinburgh to graduate as an MBA with Distinction.

I looked at the DBA programmes available with EBS starting bottom of my choices as I wanted to expand my portfolio of universities. However, as I did my assessments, EBS crept up the list as the best fit for my circumstances. I made the application and took the plunge to do the EBS DBA.

With my experience of the renowned EBS pedagogy,

I completed most of the examinations within one year and took the milestone option to graduate with an MSc, once more with Distinction. I was on the research element of the Doctorate, which was new territory for me.

Once more, my approach was incremental, but this time I was fully committed. The road from research proposal to final thesis and viva voce was long and winding, with quite a few pot-holes along the way. At times, progress was painfully slow, and for a period of more than a year I seemed to be stuck in a rut, although I never doubted my destiny. Finally, with a tactful prod from my supervisor, Dr: Bill Wallace, and the encouragement of many others from EBS, the research came together and my thesis and viva were done."

CARMEN DIMA
Canada

"Writing a doctoral thesis is a journey. And like any expedition the companionship makes a big difference! Once more in my life I came to realise that is not only the work that keeps you motivated, it is the people around you that make it interesting and worthwhile. And talking about the work, don't fool yourself: it is a lot of work. Dedication, perseverance and the ability to accept criticism with a light heart and start all over again, are just a few of the many qualities that you'll need in order to succeed. While the

EBS MBA program interplays flexibility and performance, the EBS DBA takes it to a higher level. From administration to the Research Committee, everybody is committed to your success. I've experienced prompt feedback, a constructive approach and a genuine commitment to excellence. The warmth and famous Scottish hospitality in conjunction with a high degree of professionalism surfaced throughout the duration of the program. The defence phase of the degree, as much as everybody fears it,

was my most fulfilling academic experience ever. The learning that goes into the DBA degree goes beyond academics: I've learned to manage industry, peers, and supervisors, due dates, family and professional relationships while conceptualizing and proofing academic theories. Not an easy undertaking, yet the resilience and expertise developed in the process are the pinnacles of my future professional career. Thank you EBS for this experience."

PETTER TØMMERBERG
Norway

"In year 2000 my current boss asked me what my plans were for changing a negative cash-flow into positive. The question gave me an unpleasant feeling of helplessness that made me realise that I lacked competence and tools to deal with business issues.

I decided that I needed business training and this led me to the EBS MBA programme, which had the flexibility and reputation I looked for: I enjoyed studying the courses, but more importantly each course made me feel better equipped to deal with the business problems I faced in my own work.

When I was in the final stages of the MBA programme, EBS suddenly launched the DBA programme. Though I was aware that the self-study pathway for the DBA programme would be a daunting task, the attraction of being trained in applied research based thinking and methods to define, implement and evaluate real business issues drove me to go for the challenge.

The EBS DBA programme should definitely not be taken lightly, but at least EBS provides you with experienced researchers to guide you. Personally, I loved working with my mentor during the

research proposal stage, and I will forever be indebted to my supervisor for supportive and inspiring guidance from the early phases of the literature review to the viva voce examination.

The DBA has been an incredible experience. The programme has not only trained me in applied research based thinking, but has also broadened my understanding of strategic management. However, the greatest experience of all has been to prove to myself that I was capable of overcoming the intellectual challenge to conduct research at doctoral level."



The courses and programmes

Courses	MBA	MSc Marketing	MSc Financial Management	MSc HRM	MSc Strategic Planning
Accounting	Core	-	Core	-	-
Alliances and Partnerships	Elective	-	-	-	Elective
Competitive Strategy	Elective	-	-	-	Core
Consumer Behaviour	Elective	Core	-	-	-
Corporate Governance	Elective	-	Elective	-	Elective
Credit Risk Management	Elective	-	Core	-	-
Derivatives	Elective	-	Core	-	-
Developing Effective Managers and Leaders	Elective	-	-	Elective	-
Economics	Core	-	-	-	-
Employee Relations	Elective	-	-	Elective	-
Employee Resourcing	Elective	-	-	Core	-
Finance	Core	-	Core	-	-
Financial Risk Management	Elective	-	Core	-	-
Human Resource Development	Elective	-	-	Core	-
Human Resource Management	Elective	-	-	Core	-
Influence	Elective	-	-	Elective	-
International Marketing	Elective	Core	-	-	-
Leadership	Elective	-	-	-	Elective
Making Strategies Work	Elective	-	-	-	Core
Managing People in Global Markets	Elective	-	-	Elective	-
Managing People in Changing Contexts	Elective	-	-	Core	-

Courses	MBA	MSc Marketing	MSc Financial Management	MSc HRM	MSc Strategic Planning
Managing Personal Competencies	Elective	-	-	Elective	-
Marketing	Core	Core	-	-	-
Marketing Channels	Elective	Elective	-	-	-
Marketing Communications	Elective	Core	-	-	-
Marketing Research	Elective	Core	-	-	-
Mergers and Acquisitions	Elective	-	Elective	-	Elective
Negotiation	Elective	Elective	-	Elective	-
Organisational Behaviour	Core	-	-	Elective	-
Performance Management	Elective	-	-	Core	-
Practical History of Financial Markets	Elective	-	Elective	-	-
Principles of Retailing	Elective	Elective	-	-	-
Project Management	Core	-	-	-	Core
Research Methods for Business and Management	-	-	-	Elective	-
Quantitative Methods	Elective	Elective	Elective	-	-
Sales Force Management	Elective	Elective	-	-	-
Services Marketing	Elective	Elective	-	-	-
Strategic Negotiation	Elective	-	-	-	Elective
Strategic Planning	Core	-	Elective	-	Core
Strategic Risk Management	Elective	-	-	-	Core

 Elective Courses

 Core Courses

Course descriptions

Accounting

Professor Niall Lothian, Professor John Small

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

Alliances and Partnerships

Professor Alex Roberts, Dr William Wallace

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

Competitive Strategy

Professor Neil Kay

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

Consumer Behaviour

Dr David Statt

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

Corporate Governance

Dr Kathryn Vagneur

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

Credit Risk Management

Ken Brown, Dr Peter Moles

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

Derivatives

Dr Peter Moles

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

Developing Effective Managers and Leaders

Chris Mabey

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

Economics

Professor Keith Lumsden

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

Employee Relations

Mike Leat

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

Employee Resourcing

Professor Paul Iles

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

Finance

Professor Kenneth Boudreaux

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

Financial Risk Management

Dr Peter Moles

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

Human Resource Development

Stephen Gibb

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

Human Resource Management

Professor Tony Keenan

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

Influence

Professor Gavin Kennedy

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

International Marketing

Dr Philip Cateora, Dr John Graham

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

Introduction to Business Research 1

Professor Alex Roberts, Dr William Wallace, Professor Patrick O'Farrell

Designed for DBA students, these three courses provide an important opportunity to get to grips with the concept of business-related research. They will prove invaluable as you prepare to tackle the 45,000 thesis component of your programme. This first course establishes a basic understanding of what research is and how it is done.

Introduction to Business Research 2

Professor Alex Roberts, Dr William Wallace

The second research course will give you an understanding of the concept of a methodology and literature review from a business perspective. It will then show you how to develop that literature review and use it to develop a thesis subject.

Introduction to Business Research 3

Professor Alex Roberts, Dr William Wallace, Frances Pfab

The third methodology course develops the statistical techniques necessary for data collection and analysis, and shows how conclusions can be generated.

Leadership

Tony Berry, Richard Bunning

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

Making Strategies Work

Professor Alex Roberts, Dr Andrew MacLennan

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

Managing People in Changing Contexts

Professor Graeme Martin

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

Managing Personal Competencies

Dr Iain Henderson, Martin Dowling

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

Managing People in Global Markets

Dr Monir Tayeb

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

Marketing

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

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

Marketing Channels

Dr Lou Pelton, Dr David Strutton, Dr James Lampkin

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

Marketing Communications

Chris Fill, Barbara Jamieson

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

Marketing Research

Professor Tony Proctor

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

Mergers and Acquisitions

Professor Alex Roberts, Dr William Wallace, Dr Peter Moles

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

Negotiation

Professor Gavin Kennedy

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

Organisational Behaviour

Professor Bob Dailey

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

Performance Management

Dr Herman Aguinis

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

Practical History of Financial Markets

**Andrew Smithers, Stephen Wright,
Professor Gordon Pepper, Dr Peter
Warburton, Joachim Goldberg, Herman
Brodie, Barry Riley, Russell Napier**

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

Principles of Retailing

**Suzanne Fernie, Professor John
Fernie, Christopher Moore**

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

Project Management

Professor Alex Roberts, Dr William Wallace

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

Quantitative Methods

Professor David Targett

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

Research Methods for Business and Management

Professor Devi Jankowicz

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

Sales Force Management

Professor David Jobber, Professor Geoff Lancaster

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

Services Marketing

**Christopher H. Lovelock, Sandra Vandermerwe,
Barbara Lewis, Suzanne Fernie**

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

Strategic Negotiation

Professor Gavin Kennedy

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

Strategic Planning

Professor Alex Scott

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

Strategic Risk Management

**Professor Alex Roberts, Dr William
Wallace and Neil McClure**

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

Languages

Language should be no barrier to a high quality business education. That's why Edinburgh Business School offers students the opportunity to study in a number of key international languages. Alongside English, these are Arabic, Chinese, Russian and Spanish.

We have translated, or are translating, all the MBA core course texts and some elective course texts into these four languages. You have the flexibility to mix the language of study from course to course and can take your exams in any of them. Examinations in all courses are offered in all foreign languages every June and December. Additionally, certain courses are offered in a limited number of centres each March and August. See

i <http://www.ebsglobal.net/current-students/students-welcome>

The degree certificates do not refer to language as this has no bearing on your intellectual output. You can complete the Certificate, Diploma or MBA programme using your chosen language from the available translations. A minimum knowledge of English may be required to manage your programme administration.

Course	Arabic: Text only.	Chinese: Text and learning website available.	Russian: Text only.	Spanish: Text and learning website available.
Accounting	✓	✓	✓	✓
Competitive Strategy	✓	✓	2012	✓
Economics	✓	✓	✓	✓
Finance	✓	✓	✓	✓
Human Resource Management	✓	✗	✓	✗
Marketing	✓	✓	✓	✓
Negotiation	✓	✓	✓	✓
Organisational Behaviour	✓	✓	✓	✓
Project Management	✓	✓	✓	✓
Quantitative Methods	✗	✓	✗	✓
Strategic Planning	✓	✓	✓	✓
	<p>You are welcome to study for an MBA with Edinburgh Business School as a distance learning student or with an approved partner.</p> <p>We expect that students will have sufficient English to communicate with the Edinburgh Business School administration department.</p> <p>We have fluent speakers in Arabic, Chinese, Russian and Spanish at our regional offices.</p>			

A powerful network

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

At Edinburgh Business School, we offer students the opportunity to stay in touch with faculty and fellow students using a wide variety of social media and other online tools, including our own web-boards and discussion groups.

We keep our alumni and students up-to-date with what's happening and we talk to you using the online channel you prefer.

We also like to meet our students and alumni face to face, so each year Edinburgh Business School hosts events around the world. Last year we met you at events in Trinidad, Dubai, Switzerland, Namibia and Zambia.

Facebook

The Edinburgh Business School Facebook profile allows past, current and prospective students to network and communicate with like-minded individuals in an informal and friendly manner. The Facebook profile also carries news and other items of interest regarding Edinburgh Business School activities around the world.

[📱 facebook.com/EdinburghBusinessSchool](https://www.facebook.com/EdinburghBusinessSchool)

Twitter

Become a follower and our Twitter feed will give you an instant snapshot of the latest events.

[📱 twitter.com/#!/EBS_Global](https://twitter.com/#!/EBS_Global)

YouTube

Our YouTube channel hosts a number of short videos, often featuring current and past students, and gives prospective students an opportunity to learn more about Edinburgh Business School and its programmes.

[📱 youtube.com/user/HVEBSGlobal](https://www.youtube.com/user/HVEBSGlobal)

LinkedIn

Our LinkedIn group encourages students and alumni to network professionally and build connections with one another and potential new employers.

[📱 linkedin.com/groups?gid=2352071](https://www.linkedin.com/groups?gid=2352071)

Edinburgh Business School Blog

The EBS blog delivers news and other items of interest about Edinburgh Business School and its staff and students – past and present.

[📱 ebsglobalblog.net](http://ebsglobalblog.net)

Watercooler

Set-up and maintained by Edinburgh Business School alumni (and, therefore, not an official Edinburgh Business School forum), Watercooler allows prospective and current Edinburgh Business School students to discuss coursework and support materials and ask questions about any aspect of our programmes.

[📱 forums.delphiforums.com/n/main.asp?webtag=hwmba&nav=start&prettyurl=%2Fhwmba%2F](http://forums.delphiforums.com/n/main.asp?webtag=hwmba&nav=start&prettyurl=%2Fhwmba%2F)

Earning your award: a summary

The award you receive at the end of your studies depends on the number of courses you have successfully completed.

If you pass three MBA courses, you will be eligible for a Postgraduate Certificate in Business Administration. After six courses you can receive a Postgraduate Diploma in Business Administration. Pass all nine and you will leave with the prestigious Master of Business Administration.

The same applies for the MSc courses. After three and six courses, you will be eligible for the Postgraduate Certificate and Postgraduate Diploma respectively in your chosen subject. Pass all nine and you will achieve a full MSc. Students on the DBA course can only graduate with the full DBA and must successfully complete all three stages and the thesis before doing so.

All degrees, certificates and diplomas are awarded by Heriot-Watt University.

Fees

The course fees you will pay vary according to the programme you study and by issues such as currency fluctuations. You should therefore refer to the Edinburgh Business School website for the latest information.

Course fees

Details of course fees in your country can be found at ebsglobal.net/programmes/mba-distance-learning-fees

Examination fees

£100 for each examination, increasing to £125 from June 2012.

Exemption/credit transfer fee

£100 for each exemption/credit transfer; increasing to £125 from June 2012.

Graduation fee

£100 for each programme, increasing to £125 from June 2012.

DBA fees

Details of DBA fees can be found at; ebsglobal.net/programmes/self-study-pathway-fees

Approved Learning Partner fees

If you study with one of our Approved Learning Partners you will be charged a fee by that partner, which varies from region to region and partner to partner.

Full-time/part-time fee at Edinburgh campus

£15,300*

On-campus four-day seminar at Edinburgh campus

£525 each*

On-campus two-day revision session at Edinburgh campus

£225 each*

On-campus four-day seminar and two-day revision session at Dubai campus

AED 9,000*

*Excludes travel and accommodation

Admissions

To register for an MBA, you will typically require a recognised first or second class honours degree, in any subject. You may, however, enrol for the MBA without a degree, provided that you first complete three MBA courses, including one core subject.

If you hold a relevant professional qualification, broadly equivalent to an undergraduate degree, you may also be eligible for admission.

If you wish to join the Full-time or Part-time MBA at our Edinburgh campus, you must be proficient in the English language. Accepted evidence of this is a TOEFL score of 580 (or 237 on the computerised test) or an IELTS score of 6.5. You will also need two years or more relevant work experience for the full-time programme and four years or more for the part-time programme.

If you are studying for your qualification on your own, neither coming to Edinburgh for the Full-time or Part-time MBA nor studying with one of our Approved Learning Partners, you can start your studies at any time during the year. You simply purchase your chosen course, and then enrol by submitting proof of relevant prior qualifications or by passing three relevant courses.

The DBA has its own admission criteria and these can be found on page 20 or at [ebsglobal.net/programmes/self-study-pathway-admissions](https://www.ebsglobal.net/programmes/self-study-pathway-admissions)

Exemptions

Exemptions and credit transfers are permissible and are solely at the discretion of Edinburgh Business School. A full list of exemptions can be found at [ebsglobal.net/programmes/mba-distance-learning-exemptions](https://www.ebsglobal.net/programmes/mba-distance-learning-exemptions)

Assessment

All courses for the MBA and MSc are assessed by a three hour written examination. These are set and graded by Edinburgh Business School. Exams are run every six months, in June and December, in more than 350 centres worldwide.

Enquiries

If you have a question about our online courses, you should contact your regional office by phone, fax, email or letter. You can find their contact details at [ebsglobal.net/contact/all-other-queries](https://www.ebsglobal.net/contact/all-other-queries)

If you have a query about studying with one of our Approved Learning Partners, please get in touch with them directly. You can find all the relevant details at [ebsglobal.net/who-we-are/approved-learning-partner-study](https://www.ebsglobal.net/who-we-are/approved-learning-partner-study)

If you have a query about studying at our Edinburgh campus, please contact the Business School by phone, fax, email or letter. You can find contact details at [ebsglobal.net/programmes/mba-full-time-admissions](https://www.ebsglobal.net/programmes/mba-full-time-admissions)

Accommodation at our Edinburgh campus

We are pleased to offer a number of attractive, modern residences at our Scottish campus for students who enrol for the Full-time or Part-time MBA or the four and two day sessions. These are located next to the Business School and at Heriot-Watt University Riccarton campus. To find out more, please contact [ebsglobal.net/programmes/mba-full-time-accommodation](https://www.ebsglobal.net/programmes/mba-full-time-accommodation)

NICHOLAS ROSS UK

"When selecting a school, the appeal of Edinburgh Business School was twofold. First, the internationally popular distance learning study route had a very good reputation. Second, it offered good value relative to other local universities - and despite preferring the distance learning study route, I wanted to study with a local institution.

Any distance learning course stands or falls on the quality of the written materials provided, as well as on the support provided to students on campus or online. I found both the coursework and online support forums to be extremely good, with the quick and helpful responses of tutors online being particularly noteworthy."



for more testimonials please go to the Edinburgh Business School Website [ebsglobal.net/who-we-are/what-the-students-say](https://www.ebsglobal.net/who-we-are/what-the-students-say)

Global reach

Edinburgh Business School is truly international.

We have students studying in 150 countries on six continents. Some will study on their own using the School's excellent online resources. Others will study with us in Edinburgh or at one of our Approved Learning Partners. Most will study using a combination.

Africa (sub-Sahara)

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

EBS Southern Africa

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

Arab world

EBS Arab World is a strategic partner of Edinburgh Business School in the Arab world and specialises in the requirements of students from these regions.

EBS Arab World is responsible for marketing of the Arabic version globally.

For full details and further information, contact EBS Arab World.

EBS Arab World

Sayegh Building
Zouk Mosbeh, Kesrouan, Lebanon.

Tel: + 961 9 222 827 /
+961 9 224 827
Fax: +961 9 224 828
ebsmba@ebsarabworld.com
(for the MBA)
ebbdba@ebsarabworld.com
(for the DBA)
ebsarabworld.com

Asia

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

EBS Asia

Tel: +852 9043 3373 or
+861 5017 979925
Fax: +852 3003 6233
st@ebs.hw.ac.uk
ebsglobal.net

Australia and New Zealand

Please contact the student services team for further information about the range of local support for EBS programmes in this region.

EBS Australia

Sydney
Tel: 1300 365 162
enquiries@ebsglobal.com.au
ebsglobal.com.au

Canada

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

EBS Canada

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

Dubai campus

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

Heriot-Watt University Dubai Campus

Dubai International Academic City
PO Box 294345 Dubai,
United Arab Emirates.

Tel: +971 (4)435 8770
dubaimba@ebs.hw.ac.uk
www.ebsglobal.net

Eastern Europe

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

EBS Eastern Europe

Tel: +38 (044) 221 14 41 or
+38 (044) 221 17 71
oksana.n@mba-ukraine.com
britishmba.in.ua

Latin America

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

EBS Latin America

Tel: +1 305 716 4177
lgo@ebs.hw.ac.uk
ebsglobal.net/es

USA

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

EBS America

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

For all other countries of the world, contact:

Enquiries
Edinburgh Business School
Heriot-Watt University
Edinburgh EH14 4AS
Tel: +44(0) 131 451 3090
enquiries@ebs.hw.ac.uk

A full list of Edinburgh Business School's Approved Learning Partners is available at ebsglobal.net/who-we-are/approved-learning-partner-study

Faculty

Our faculty: highly qualified, highly respected.

Our Edinburgh-based faculty is complemented by a group of professors, doctors and authors from around the globe. Together, they have created and written the 40 or more courses and helped to establish our programmes among the most sought after in the world.



Professor Keith G. Lumsden Director of Edinburgh Business School

The whole concept of the world's most flexible MBA was the work of one man. It was while working at California's prestigious Stanford University, that Professor Lumsden pioneered the idea of a serious programme that could be studied without interrupting the careers of those taking part.

His innovative approach has resulted in the fully online, fully flexible Edinburgh Business School MBA. Utilising self-assessment questions, problems, case studies, databases and computer simulations, our MBA is now ranked the most popular in the world.

Among his varied career successes, Professor Lumsden was also responsible for the first programmed learning texts in Economics, a number of which have been translated into seven languages. He has published 14 books and over 60 articles in professional journals.

Companies that have benefited directly from Lumsden's groundbreaking learning techniques include American Express, Barclays, BP, BT, Hewlett-Packard, IBM, JP Morgan, Marks & Spencer, Rolls-Royce and Volvo.

One of Professor Lumsden's favourite pastimes is deep sea fishing.



Professor Keith Lumsden with His Excellency Professor George Maxwell Richards, President of Trinidad and Tobago and Her Excellency Dr Jean Ramjohn-Richards



Professor Keith Lumsden battles with an 800lb blue marlin off the coast of Australia

Faculty, associated faculty and authors

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

Herman Aguinis
Nic Beech
Tony Berry
Kenneth Boudreaux
Herman Brodie
Ken Brown
Trevor Buck
Richard Bunning
Stephen Carter
Atanas Christev
Robert Dailey
Martin Dowling
John Fernie
Suzanne Fernie
Stephen Gibb
Joachim Goldberg
Iain Henderson
Gill Hogg
Paul Iles
Barbara Jamieson
Devi Jankowicz
Shirin Jarrar
Ammar Kaka
Neil Kay
Tony Keenan
Florence Kennedy
Gavin Kennedy
Iain Lauder
Mike Leat

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



What next?

Just by reading these words, it is clear that you are serious about your career. We believe Edinburgh Business School can be seriously beneficial to that career.

In these pages, we've provided an introduction to the qualities of our programmes, to the qualities of the faculty and to the flexibility we offer. You've also read what some of our graduates have had to say, graduates

who have benefited enormously from the breadth and depth of learning they have experienced with us.

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

The next big step in your career starts right here.

Step 1:

How do I want to study?

On my own
as a distance
learner

On-campus
in Edinburgh

At my local
Approved
Learning Partner

Step 2:

Make study
choices

Choose a course

[ebsglobal.net/
programmes/courses](https://ebsglobal.net/programmes/courses)

Find out more

[ebsglobal.net/who-we-
are/on-campus-study](https://ebsglobal.net/who-we-are/on-campus-study)

Where's my
nearest partner?

[ebsglobal.net/
who-we-are/approved-
learning-partner-study](https://ebsglobal.net/who-we-are/approved-learning-partner-study)

Step 3:

Order or
apply

Order course

[ebsglobal.net/pppages/
userdetailsentryform.
aspx?page=course](https://ebsglobal.net/pppages/userdetailsentryform.aspx?page=course)

Apply

[ebsglobal.net/
programmes/mba-full-
time-admissions](https://ebsglobal.net/programmes/mba-full-time-admissions)

Apply

[ebsglobal.net/who-we-
are/ebs-study-options](https://ebsglobal.net/who-we-are/ebs-study-options)

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

To find out more, ebsglobal.net/who-we-are/ebs-study-options

EDINBURGH
BUSINESS SCHOOL

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