What strikes me about Edinburgh Business School is the unique opportunity it affords to the people who study with us. It’s not just about achieving academic excellence and career development, it is the ability to be plugged into a community of people around the world. People from industry, academics, fellow students and alumni, all of whom can be called upon at every stage of the journey.

Central to this network are businesses – businesses that employ our graduates, businesses that upskill their employees through initiatives such as graduate apprenticeships, businesses that use us to develop their teams, start-up businesses that we can help get established through our incubator, businesses that want to collaborate on projects, or simply businesses that can provide case studies or mentors for our students.

There are many ways you can get involved. Read on to find out about the most ambitious business network in the world.

Professor Heather McGregor,
Executive Dean CBE, PhD, MBA, BSc (Hons)
About us

Edinburgh Business School is a dynamic community of top academics, industry professionals and people driven to succeed.

We bring together cutting-edge learning, high quality campus facilities in Scotland, Dubai and Malaysia and currently have over 10,000 active students across our portfolio of executive education, postgraduate and undergraduate programmes – making us one of the largest business schools in the world and the largest in Scotland. We have people studying in every corner of the globe from Azerbaijan to Zimbabwe, creating a unique globally connected network for our alumni to tap into. It is no surprise, therefore, that our ethos is to broaden access to high quality business education.

MADE FOR THE NEXT STEP
“My course offered knowledge that I could apply practically – a better understanding of currency, for example. My colleagues commented on the new knowledge that I was bringing to the job, even during my studies.

Pierre Jacques Rossouw,
MBA student 2019
Contents

Developing talent executive education 07
MBA 08
Executive MBA seven core courses 09
Your MBA, your way 11
Executive DBA 12
Bespoke programmes tailored to you 14
Improving performance 15
Certified courses for upskilling and career development 16
Digital marketing accelerator 17
Lean six sigma courses 18
Accredited project management programmes 19
Diversity and inclusion 20
Supply chain excellence 21
Graduate apprenticeships 23
Edinburgh Business School: Business incubator 24
Consultancy 26
Grow and invest: The GRID 28
Business participation 30
DEVELOPING TALENT

Executive Education

Build the skills you need to succeed

Today's leaders and managers are working in complex and uncertain environments. The ever-changing world of business requires even the most experienced leaders to adapt through new skills and new ways of thinking. We know that career development is one of the key differentiators between successful organisations and mediocre ones. It is no coincidence that organisations that invest in career development programmes for their team members realise 24 per cent higher gross profit margins, 218 per cent higher income per employee and 26 per cent higher price-to-book ratios than those organisations that don’t.

At Edinburgh Business School our focus is on equipping you and your business to navigate this challenging world. We have a portfolio of courses that suit a wealth of objectives and any budget. From short, online, skills-based courses through to bespoke accredited programmes, you can be assured that by investing with Edinburgh Business School you will be gaining competitive advantage. Our courses nurture leadership potential, grow talent, and improve professional competence, ensuring you gain competitive advantage in the workplace.

You’ll find learning with us dynamic, informative, up-to-date and flexible, and all of our executive education supports best practice implementation. Our various funding options available to organisations make it more accessible than you think; in some cases free of charge.

Our executive education team will help you find the best solution for your needs and also advise you on the funding currently available.

Our full range of programmes include:

- Executive MBA
- Executive DBA
- Certified courses
- Bespoke programmes.
Edinburgh Business School’s MBA truly reflects its ethos of broadening access to high quality business education. It was one of the first distance learning MBAs to market and since its launch back in 1995 Edinburgh Business School has continued to innovate so that students are studying using the most up-to-date technology and teaching methods.

The Executive MBA brings together our award winning online platform which is supplemented by seminars taught by our world-class professors. In addition, delegates will be invited to attend workshops, revision sessions, company visits, social events and intimate question and answer sessions with leading business executives from around the world. In addition participants will carry out a project which will demonstrate their learning and provide tangible benefits to their organisations.

Alternatively, participants can opt to take our flexible online MBA comprising seven core courses and two self-study electives from a choice of 36 courses. Participants study at their own pace and take the courses in the order that best suits their own personal development journey.
EXECUTIVE MBA

Seven core courses

LEADERSHIP, THEORY AND PRACTICE
Focused on a critical appreciation of leadership theory and the role of leadership in practice in a range of organisational, social and cultural contexts.
You will critically examine the concept of leadership in organisations, explore major theoretical developments in how leadership is understood and provides opportunities for managers to reflect on real-life leadership issues.

DEVELOPING AND EXECUTING STRATEGY
Relevant for executives with C-suite ambitions. It covers the core areas of strategic management and uses the general management setting to integrate ideas across the core business disciplines. You will examine a variety of aspects of strategy, such as strategic intent, analysis, strategic options and implementation. At each stage the links with other management disciplines, such as leadership, organisational behaviour, economics, marketing and finance are considered. Finally an integrative framework for strategic decision-making is presented, which facilitates a holistic approach to complex business and management issues.

ECONOMICS FOR BUSINESS
You will develop a systematic approach to decision-making and the ability to recognise, use and interpret economic information from both within the organisation and the wider environment. Our course comprises fundamental economic concepts and examines the workings of the market system. Different market structures and their impact on organisations are reviewed and the role of government in the economy is examined.
Relevant aspects of the macroeconomy are explained with a focus on business impact and decision-making. This is followed by an exposition of international economic issues.
FINANCIAL DECISION MAKING
Financial Decision Making aims to equip you with a set of accounting and financial tools enabling you to interpret and critique financial information from a variety of sources, and to make informed and effective financial decisions that directly impact company operations.

DELIVERING SUCCESSFUL PROJECTS
Increasingly, executives are working in project teams perhaps in NPD or EAS implementation. Delivering Successful Projects provides participants with knowledge, understanding and skills to manage projects using integrative concepts, tools and techniques.

STRATEGIC MARKETING
Created in association with some of the industry’s most celebrated marketers ensuring relevance in today’s market. We combine marketing theory with practitioner insight and cover all industries. The philosophy underlying this course is that marketing-oriented companies putting customers first are geared for long-term success and that this orientation must be championed by top management and infused throughout the whole organisation. You will also receive CIM Level 6 Strategic Marketing Diploma.

PEOPLE, WORK AND ORGANISATIONS
Our course will equip you with a detailed appreciation of factors influencing how people behave at work and how these link to performance. Focusing on understanding individual differences, how these differences affect group dynamics and how organisational factors affect individual behaviour. You will gain the skills and knowledge to positively impact individual, team and organisational performance in a variety of dynamic organisational contexts.

If you are not ready to commit to a full MBA Edinburgh Business School offers a PGCert in Business Administration. Executives must complete the leadership course and choose two courses from the remaining core MBA courses. Once achieved executives then have the option to continue with their studies working towards a Diploma in Business Administration (six courses) or the full MBA.
OUR LIST OF ELECTIVES

Your MBA, Your way

**Competitive strategy:**
Helping you make the right strategic choices

**Consumer behaviour:**
Understanding why people buy what they buy

**Corporate governance:**
Helping executives understand corporate law

**Credit risk management:**
An analysis of the credit process and associated risks

**Derivatives:**
The role of derivatives in risk management

**Entrepreneurial venturing:**
Knowledge of the business planning process to produce an investor-ready business plan

**Entrepreneurship and creativity:**
Encouraging ideas

**Financial risk management:**
Analysing, controlling and reducing business risk

**Human resource management:**
HR strategies in an operational context

**Influence:**
How to influence people in business

**International marketing:**
Marketing across borders, online and off

**Making strategies work:**
Business strategies in action

**Managing people in changing contexts:**
Making change, change for the good

**Managing personal competencies:**
Making the most of your skills

**Marketing channels:**
The right way to reach your audience

**Marketing communications:**
Making the right communication decisions

**Marketing insights:**
Creating marketing insights for competitive advantage

**Mergers and acquisitions:**
Making M&A work

**Negotiation:**
Developing sound negotiation skills

**Performance Management:**
Helping people make a full contribution

**Practical history of financial markets:**
Learning the lessons of the past

**Quantitative methods:**
Understanding the facts behind the figures

**Research methods:**
Exploring methods and processes

**Salesforce management:**
Integrating practical strategies and theories

**Strategic risk management:**
Identifying and managing risk.
Executive DBA

Doctoral research is not a small undertaking. And nor is working full-time in a high pressure job. And yet there is a growing appetite for research active executives. The reason? Because doctoral research is proven to result in distinct competitive advantage.

Our executive DBA programme has been designed specifically to facilitate the inclusion of academic research into businesses so that both don’t have to be mutually exclusive; which in our experience has often been the case.

Before embarking on research, candidates study for a Postgraduate Certificate in Business Research, a series of three introduction to business research courses, which equip them with all the tools they’ll need to carry out their research. On completion, they are asked to prepare a detailed proposal which will form the backbone of their thesis. Only once this is approved by Edinburgh Business School’s Research Committee can they move into the supervised phase.

This supportive structure results in an impressive success rate which sees scores of executives awarded their doctoral degree each year.
Bespoke programmes tailored to you

In addition to our extensive range of executive education courses we also work closely with organisational partners to develop bespoke programmes. These can range from full-scale postgraduate degree programmes, such as the MSc we have created for Schlumberger, through to one-off workshops on specific business issues, challenges or capabilities such as diversity and inclusivity, business performance audits or strategic interventions.

Our ethos is flexibility: we’ll work with you to devise the most relevant learning and skills development journey, ensuring your executive education experience at EBS makes an immediate, measurable impact.
FOCUS ON

Improving performance

Working in collaboration with the Kuehne Logistics Foundation we have developed a bespoke programme aligned to improving performance.

Featuring elements such as Systems Thinking, Demand Forecasting and Business Performance, groups of firms from Germany and Switzerland participate in an action-learning approach. Now in its sixth year, this collaboration has led to the development of an online MSc in Logistics targeted at the African market.
Certified Courses for Upskilling and Career Development

According to the OECD (organisation for Economic Co-operation and Development) within the next 20 years half of all jobs will be substantially transformed by technology. Businesses need to be attune to change, or risk being left behind. They also have a moral responsibility to enable their team to “skate to where the puck will be.”

Edinburgh Business School has developed a portfolio of short courses based on the needs of the market place. From blockchain for business to climate solutions we have emerging skills covered as well as honing more traditional disciplines such as Lean Six Sigma and digital marketing.

Our short courses take a range of formats. Some are purely online allowing participants to study at their own pace, whilst others are taught face to face, or take a blended approach with both online and offline elements. The flexibility of format ensures that there is a course that suits every type of learner.

We constantly update the portfolio so details of specific courses can be found on our website.

hw.ac.uk/ebs
PROFESSIONAL COURSE

Digital Marketing Accelerator

An online course developed in collaboration with leaders in the digital marketing industry is a must for executives looking to upskill their digital knowledge.

The course is designed to provide a practical knowledge of the approaches, tools and techniques utilised in effective digital marketing. ‘Lessons’ are split into manageable bite-size chunks so that participants can progress at a pace that fits with work and family commitments. Access to the course is given for a period of 12 months and to ‘pass’, candidates must complete the assignments throughout the course. In addition to a certificate of completion and CPD hours participants will also receive OMCA accreditation.

Topics include:

- Digital marketing leadership
- Digital marketing research
- Digital strategy
- Authority and influence
- Digital assets
- SEO and why it’s changing
- Role of social
- Persona development
- Routes to market
- Technology, structure and usability
- Multi device considerations
- Actionable analytics
- Website specification
- Supplier evaluation.
Organisations with a focus on continuous improvement are proven to outperform those that don’t. They have reduced costs, greater productivity and reduced employee churn.

Lean Six Sigma is an undeniably powerful management tool, however, all too often training fails to deliver to expectation. Edinburgh Business School is a recognised global leader in the provision of Lean Six Sigma training and our approach ensures that by the end of the course participants are able to demonstrate clear value to their organisation.

We run regular Yellow and Green Belt courses throughout the year that are open to all, but for a more bespoke solution we also offer dedicated company interventions.

**Topics include:**
- The importance of continuous improvement to the business
- The difference between Lean Six Sigma and pure Six Sigma
- The DMAIC methodology (Define, Measure, Analyse, Improve, Control)
- Why measurement is important
- Minitab training
- Basic statistics and statistical analysis for problem-solving
- Solution generation
- Change Management strategies
- Sustaining change.
Accredited Project Management Programmes

Less than one-third of projects are completed on time, within budget and to the right specifications. Moreover, the average cost overrun of projects stands at 27 per cent. A key reason for this is a lack of adequate planning.

As projects increasingly become the norm for organisations it is critical that executives understand the principles of project management. As an accredited provider of APM training Edinburgh Business School can help organisations improve the likelihood of project success.

We offer Project Fundamentals Qualification (PQF) as an introduction to project management and Project Management Qualification (PMQ) for executives with some project management experience. Our coaching and mentoring approach ensures a high pass rate for the APM exam at the close of the programme. Both qualifications are taught in-house or as open programmes throughout the year.

**Topics include:**

- Project Governance
- Project Setting
- Interpersonal Skills
- Integrative Management
- Scope Management
- Schedule Management
- Financial and Cost Management
- Risk Management
- Quality Management
- Resource Management
- Interfaces.
96 per cent of organisations now have diversity and inclusion policies. The problem is that half of employees do not believe that their organisation has the right mechanisms in place to ensure a bias free working environment.

At Edinburgh Business School we are incredibly passionate about diversity and inclusion. It matters. But not only is it the right thing to strive for, having a diverse workforce makes good business sense too. It helps organisations acquire and retain the best talent, build employee engagement, increase innovation, and improve business performance.

Our innovative and engaging Diversity and Inclusion Programme incorporates three workshops focusing on age in the workplace, gender and ethnicity in the workplace and disability in the workplace. The programme helps you to shape your D&I policy with your employees and helps them to understand how to make their workplace better for everyone.

**Topics include:**

- Understanding why a more diverse and inclusive workplace is beneficial
- Understanding unconscious bias
- Gender and ethnicity in the workplace
- Displaying sensitivities
- What is a disability?
- Workplace adjustments
- Becoming a supportive team member
- Awareness and perception of age diversity.
With research showing that 79% of companies with high-performing supply chains achieve revenue growth greater than the average within their industries, it is evident that the supply chain is a strategic tool that creates competitive advantage.

Underpinning our supply chain executive programs is the work of our world leading Logistics Research Centre which has over 20 years of experience in delivering research-led teaching. The Logistics Research Centre is at the forefront of logistics research looking at issues that affect the management, integration, reform and impact of supply chain, logistics and S&OP. We work with a huge number of governmental, industry and commercial partners across a wide range of sectors around the world to translate the latest thinking into practical management guides, tools and techniques for application and conversion into supply chain excellence. This is why we are considered a premium provider of logistics and supply chain education.

We run a wide range of open programmes throughout the year focusing on key areas of the supply chain such as Sales and Operation Planning or Demand Forecasting and also work with businesses to create bespoke programmes designed to solve specific supply chain problems.
The MBA has changed my life. It transforms your way of thinking, you understand so much more about the world and this builds self-esteem and confidence. I was promoted at work because my managers recognised and valued my development. The letters MBA on your CV are great but they are so much more than that. They open up a new world.”

Amer Sakkijha,
Edinburgh Business School Graduate
CERTIFIED COURSES

Graduate Apprenticeships

At Heriot-Watt we are known for our industry-focused education and we are one of the country’s leading providers of Graduate Apprenticeship schemes.

We have an enviable record of working successfully with business across all sectors, from large companies like Balfour Beatty and Babcock International through to smaller specialist technology companies such as Celestia and Biogelx.

Is your business facing new challenges that require new skills? Do your employees want to pursue higher education relevant to their work? Our Graduate Apprenticeships are a cost-effective solution for your business and enable your employees to earn while they learn.

Find out how a Graduate Apprenticeship will benefit your business
http://www.hw.ac.uk/uk/business/graduate-apprenticeships/information-for-employers.htm
GROW AND INVEST

Edinburgh Business School

Business Incubator

Our Business Incubator exists to encourage entrepreneurialism and innovation. By supporting new start-ups and entrepreneurs during the crucial, formative stages of their business journey, we are helping to build the businesses of the future and ensuring they flourish.

Our aim is to provide a supportive environment where businesses at a variety of stages – from proof of concept through to early trading – can take advantage of free desk space, training, workshops and mentorship, to help develop their ideas.

Anyone can apply to join and enjoy space in the Incubator for a year. There is no cost involved and we don’t take an equity stake. How each individual uses the Incubator is up to them but we encourage all those we support to become part of the dynamic EBS community and take advantage of the opportunities to network, build relationships and share knowledge.

Contact: k.russell@hw.ac.uk

www.hw.ac.uk/ebs/business/incubator.htm
We pride ourselves with our track record for co-creating, with our clients, executive education programmes that blend leading edge thinking with practical insights that deliver value in the short term and sustainable change in the long term”

Umit Bititci,
Deputy Executive Dean of the Edinburgh Business School and Professor of Business Performance
Consultancy

Edinburgh Business School boasts a faculty of leading business scholars many of whom continue to have one foot in industry. Our expertise provides the capability to tackle key business challenges and we work with organisations of all sizes and sectors to improve operations and performance.

We’re experienced in providing consultancy services to help you improve your business performance.

www.hw.ac.uk/ebs/business.htm
In addition to the Incubator within the Edinburgh Business School, Heriot-Watt boasts a £19million GRID development which provides new ways for the University to facilitate research-based innovation and accelerate business enterprise. Focused around the latest technologies – such as augmented reality, artificial intelligence, cyber security and 3D visualisation – the GRID is a place where start-ups and spin-outs can make a base to benefit from the technology, resources and research expertise we can make available.

It is part of the wider enterprise eco-system at Heriot-Watt, and its dedicated Business Enterprise Hub provides further opportunities for business ideas development within a supported, collaborative environment.

www.hw.ac.uk/uk/edinburgh/grid.htm
PAY IT FORWARD

Business Participation

We are always on the lookout for businesses that would like to enhance the student learning experience. This might be in the form of mentoring some of our executive education participants, hosting our students on a field trip to your organisation to gain insight into how businesses work or as a guest speaker to share your real-world knowledge.

We believe that a business person is only as strong as their network and with your help and expertise you can help us strengthen the network that we provide the thousands of people that pass through our doors each year.

www.hw.ac.uk/ebs/contact.htm