REDEFINE
YOUR FUTURE

MASTER OF BUSINESS ADMINISTRATION
MASTER OF SCIENCE BUSINESS AND MANAGEMENT
At the University of Stirling Management School, we strive to be the difference in your future career. We are proud to be ranked in the top 25 institutions in the UK for Business and Management (REF 2014). Our diverse and stimulating portfolio of courses is globally recognised and accredited by leading industry bodies, while our research creates a significant and lasting impact on people’s everyday lives. As a student here, you’ll benefit from the expertise of world-renowned academics that will help you to make a lasting impact in your chosen field.

Stirling Management School is a member of the Chartered Association of Business Schools, Association for the Advancement of Collegiate Schools of Business and the European Foundation for Management Development, and signatory to the Principles of Responsible Management Education. 98 percent of our postgraduate leavers are in employment or further education within six months of graduating (Destinations of Leavers from Higher Education survey 2015/16).

Our unique Flying Start Leadership Programme, delivered for all our postgraduate students at the beginning of the academic year, equips students with the awareness, knowledge and techniques essential for building a successful career. These skills range from practical skills, like effective public speaking, to developing ways to work under pressure in difficult situations and manage conflict.
Are you a confident, ambitious individual looking to make your mark on business? We have the right course to help you get there with options to suit both recent graduates and professionals.

MASTERC OF BUSINESS ADMINISTRATION (MBA)

The Stirling MBA prepares business professionals for senior leadership roles globally. If you are looking for a step up the career ladder, want to move in a new direction or have plans to start your own business, the Stirling MBA is the course for you. Whatever your aspirations, the design of this course allows us to take a personal interest in each and every one of our students, and academics are able to help you develop the expertise, reliance and confidence you need to make a difference in your industry. To find out more, see page five.

MSc BUSINESS AND MANAGEMENT (MBM)

If you are a graduate looking to kick-start your career in a management position, the MSc Business and Management is the course for you. This course gives an insight into modern management practice, and an opportunity to develop the functional, creative and operational skills you’ll need to manage a responsible business. To find out more, see page ten.
Why Stirling?

The city of Stirling is one of Scotland’s most attractive places to live, boasting both a castle and the National Wallace Monument. Located at the geographic heart of Scotland, it’s under one hour’s travel from the capital city of Edinburgh. Stirling was recently voted ‘best’ Scottish start-up city, which is a clear affirmation of our entrepreneurial spirit and business-friendly culture.

A fascinating mix of old and new, Stirling offers a lively and welcoming community, with many well-regarded heritage attractions and leisure facilities, not to mention a wealth of restaurants and social hotspots. With facilities for small and medium-sized businesses and access to top quality graduates, new companies are regularly attracted to Stirling, including Codebase – the UK’s largest technology incubator.

Alongside our links with industry, academic reputation and outstanding research, the exceptional campus is one of the many reasons students decide to join the University. Located just two miles from the centre of Stirling, our breathtaking 330-acre campus encompasses its own loch, a golf course and the 18th-century Airthrey Castle, as well as extensive sports facilities and a thriving student community.

Stirling has excellent direct rail and road links to the rest of Scotland and the UK, with London and the other great capitals of Europe only a short hop by air from either Edinburgh or Glasgow airports, both of which are within easy reach of the University.
The Stirling MBA emphasises personal and professional development, transforming our students from capable managers into successful business leaders. The programme of study focuses on strategy, leadership and change, with modules built on cutting-edge research and practical knowledge to ensure students can take what they learn and translate it into business practice. The course gives our MBA students automatic student affiliate membership of the Chartered Management Institute (CMI).

At Stirling, we aim to deliver an MBA that positively affects your individual career path and enables you to make an immediate impact after graduation. The MBA is designed to create industry leaders, and I am passionate about helping our students to excel and achieve their career ambitions. I am enormously proud of this course and what we are able to offer, and I would be delighted to welcome you to the University of Stirling Management School.

At Stirling, we aim to deliver an MBA that positively affects your individual career path and enables you to make an immediate impact after graduation. The MBA is designed to create industry leaders, and I am passionate about helping our students to excel and achieve their career ambitions. I am enormously proud of this course and what we are able to offer, and I would be delighted to welcome you to the University of Stirling Management School.

Ian Ogilvie
MBA alumnus, Scotland

“Prepare to be stretched! Prepare to be challenged and prepare to collaborate. There is as much to learn about yourself on the course as there is about business. The more you engage with the cohort, the staff and the teaching materials, the more you will learn and benefit from the overall Stirling MBA experience.”

Professor George Burt
Course Director
The course combines academic theory with real-life business analysis, underpinned by significant personal and professional development support. Assessment is by a mixture of coursework (individual and group-based), including written assignments, class tests and presentations.

The Flying Start Leadership Programme is delivered at the start of the academic year to introduce our students to networking and skills development, which will build their global network, and increase their employability.

**Semester 1**
- Strategy and the International Environment
- Accounting and Finance
- Marketing Management
- Economics for Sustainable Business
- Managing the Human Resource
- Personal and Professional Development

**Semester 2**
- Strategy for Sustainable Success
- Research Methods
- Personal and Professional Development
- Operations Management

Students can choose from a range of elective modules:
- Managing Change
- Leadership and Responsible Business
- Innovation Management
- Project Management
- Mastering STEPs of Strategy

During the summer period, students are required to carry out a significant piece of academic work on their own, either a dissertation or student consultancy project for a business enterprise, utilising the skills and knowledge attained throughout the taught elements of the course.
As part of the course, I spent three months acting as an analyst and consultant for a well-established local business. I built up a strong rapport with the client and that offered me the opportunity to expand and grow the project. It was a really great experience for me and one which I really enjoyed. After building my knowledge, skills and experience at Stirling, I have now set up my own business, which supports small and medium-sized enterprises.

KHLAYRE CAIRNEY
MBA alumna, Scotland
EMPLOYABILITY

With high demand for professionals who have advanced strategy and leadership skills, our Stirling MBA alumni network is globally connected in employment positions spanning the private, public and voluntary sectors.

Employers of our graduates include Citibank International, HSBC, KPMG, ExxonMobil, The Bank of China, L’Oreal, Barclays Bank, Adidas, The Royal Bank of Canada, Vodaphone and a variety of governmental agencies.

Many of our alumni have gone on to start their own business.

“I worked in the automotive trade for 12 years. In my industry, my colleagues all held undergraduate degrees and an MBA which I did not have. I realised if I wanted to grow in a multi-national organisation, a degree would be part of the employment criteria. However, I found that my work experience could help me to secure a place on the MBA course without an undergraduate degree, and choosing Stirling was a great decision.”

ISHA SUDAN
MBA alumna, India
The Stirling MBA is a one-year, full-time course that starts in September.

Entry to the course requires either a minimum of a second-class Honours degree or equivalent, or significant managerial work experience (normally a minimum of five years). Professional qualifications will also be considered.

In addition to the academic requirements, applicants for the MBA must have a minimum of three years’ postgraduate work experience. If you are interested in the course but do not have the necessary work experience, then consider the MSc Business and Management.

To find out more about the application process and fees for both Overseas and Home/EU applicants, please visit stir.ac.uk/mba

As a student looking for international experience, choosing Stirling was the best decision I could have made. It provided me with a rare blend of an engaging curriculum, personable and approachable staff, and a diverse, spirited student body. I was able to quickly find employment in my field of choice as a Commercial Account Manager with the Royal Bank of Canada. I owe this success largely to my experience at Stirling.

GEOFF REESER
MBA alumnus, Canada

English language proficiency

If English is not your first language, you must have one of the following:

- IELTS 6.5 with a minimum of 5.5 in each skill
- Cambridge Certificate of Proficiency in English (CPE): Grade C or above
- Cambridge Certificate of Advanced English (CAE): Grade B or above
- Pearson Test of English (Academic): 60 with 51 in each component
- IBT TOEFL: 90 with no subtest less than 17
- A first degree studied and assessed in English

If you don’t currently meet the English language requirements for the course, the University of Stirling provides a range of opportunities to help you to achieve the required language proficiency.

Applicants holding a conditional offer who have an IELTS score which is 0.5 or 1.0 below the required entry criteria may be able to register for one of our pre-sessional English courses.

For more information, visit stir.ac.uk/courses/english
The MSc Business and Management (MBM) equips students to be effective and resilient managers of the future. The course provides a combination of general management knowledge and development of personal skills and competencies that are essential for long-term career success in the fast-paced commercial world.

I am passionate about helping our students to excel and achieve their career goals. The flexibility of the course suits personal ambitions, and the focus on practice is very important. The curriculum is designed to be current, relevant and practical.

DR TOM FORBES
Course Director

The main benefits of studying the MSc Business and Management at the University of Stirling Management School is that it has taught me skills that I can use in my future career, and I’ve had the chance to gain knowledge from expert teaching staff. I would say to prospective students: don’t hesitate, if you come here you can achieve anything.

ANAS TAHER
MBM alumnus, Palestine
This comprehensive course exposes students to boundary-pushing business theories through modules that are derived from industry-relevant research, and that provide many opportunities to translate learning into first-class business and management practice.

The academic year begins with our Flying Start Leadership Programme, to introduce our students to skills which will support their studies and increase employability.

**Semester 1**
- Personal and Professional Development
- Accounting and Finance
- Economics
- Operations Management
- Responsible Business in Society
- Marketing Management

**Semester 2**
- Entrepreneurship, Theory and Practice
- People Management
- Research Methods
- Strategic Management
- Personal and Professional Development

Choose one of the following spring semester electives:
- Project Management
- Managing Change

Plus, study two elective modules from the following selection in the second semester:
- Innovation Management
- Business Consulting
- Managing Entrepreneurial and Family Business
- Digital Marketing and Advertising
- Marketing and the Supply Chain
- Social Marketing

Students are also required to carry out a significant piece of academic work on their own, either a dissertation or a student consultancy project with a Scottish business, utilising the skills and knowledge attained throughout the course.
There is a high demand for professionals with the management skills provided by the MSc Business and Management at Stirling. Our students have comprehensive management abilities, strong work ethic and drive, which has helped them to secure a variety of roles within a managerial capacity.

Our alumni work globally across all sectors of the economy in management, marketing and advertising, government administration as well as banking and finance. Organisations ranging from the UK’s National Health Service to management consultancies and banking have recruited our postgraduate students in business and management.

96% of our postgraduate leavers are in employment or further study within six months of graduating.

Destinations of Leavers from Higher Education survey 2016/17

“I was attracted to the University of Stirling Management School and specifically to the MSc Business and Management, because of the different areas of business and management taught within the course. I believe the skills and knowledge I have acquired at Stirling will make me successful in the job market.”

Catherine Anum
MBM alumna, Ghana
The MBM is a one-year, full-time course that starts in September. Entry to the course requires a minimum of a second-class Honours degree or equivalent. You can still apply however, if you don’t have these formal qualifications, but bring significant work experience in a relevant area.

If you don’t meet the entry criteria for this course, you can complete the Graduate Diploma in Business, Finance and Sport to gain a guaranteed entry onto this degree. Find out more at stir.ac.uk/1jj

To find out more about the application process and fees for both Overseas and Home/EU applicants, please visit stir.ac.uk/mbm

English language proficiency

If English is not your first language, you must have one of the following:

- IELTS 6.5 with a minimum of 5.5 in each skill
- Cambridge Certificate of Proficiency in English (CPE): Grade C or above
- Cambridge Certificate of Advanced English (CAE): Grade B or above
- Pearson Test of English (Academic): 60 with 51 in each component
- IBT TOEFL: 90 with no subtest less than 17
- A first degree studied and assessed in English

If you currently don’t meet the English language requirements for the course, the University of Stirling provides a range of opportunities to help you to achieve the required language proficiency.

Applicants holding a conditional offer who have an IELTS score that is 0.5 or 1.0 below the required entry criteria may be able to register for one of our pre-sessional English courses.

For more information, visit stir.ac.uk/courses/english
The expert teaching staff on our MBA and MBM courses have varied comprehensive academic and research backgrounds.

Professor Graeme Acheson
stir.ac.uk/people/20135
Professor Acheson is a Professor of Finance, and his research applies contemporary econometric techniques to historical settings.

Professor Dave Mackay
stir.ac.uk/people/33663
Professor Mackay is a professor of strategy and innovation and Director of Executive Education in the University of Stirling Management School. He has engaged with corporate clients, SMEs, public sector organisations and charitable bodies through strategy, management and innovation projects.

Professor Paul Freathy
stir.ac.uk/people/10749
Professor Freathy is involved in developing transnational collaborations, having worked at national level with governments, statutory bodies and a range of funding providers. He supports the delivery of marketing content.

Professor George Burt
stir.ac.uk/people/21637
Professor Burt is Deputy Dean of the University of Stirling Management School and Course Director for the MBA. He has worked on many private and public sector scenario and future projects, in an educational and consultancy capacity.

Dr Tom Forbes
stir.ac.uk/people/11726
Dr Forbes is the Course Director for the MBM, and teaches strategic management, with research topics including organisational change theory and investigating attempts to legitimise existing and/or introduce new ways of working.

Dr Gerry Edgar
stir.ac.uk/people/11208
Dr Edgar is Director of Postgraduate Courses within the University of Stirling Management School. His research interests focus on quantitative management techniques, systems analysis and operations management.

Dr Dimos Kambouroudis
stir.ac.uk/people/18145
Dr Kambouroudis is a lecturer in finance, with research in the fields of modelling and forecasting the volatility of stock markets in developed and emerging markets, and with applications in risk management.
Dr Carol Marshall
stir.ac.uk/people/27244

Dr Marshall provides academic leadership for the development and delivery of the School’s personal and professional development initiatives.

Dr Lila Skountridaki
stir.ac.uk/people/27458

Dr Skountridaki’s research interests include the sociology of the professions and entrepreneurship.

Dr Suzanne Mawson
stir.ac.uk/people/22472

Dr Mawson’s teaching and research focus on entrepreneurship and enterprise, specially business growth and development in the context of young ventures and SMEs.

Dr Lila Skountridaki
stir.ac.uk/people/27458

Dr Skountridaki’s research interests include the sociology of the professions and entrepreneurship.

Dr Lila Skountridaki
stir.ac.uk/people/27458

Dr Skountridaki’s research interests include the sociology of the professions and entrepreneurship.

Dr Lila Skountridaki
stir.ac.uk/people/27458

Dr Skountridaki’s research interests include the sociology of the professions and entrepreneurship.

Dr Lila Skountridaki
stir.ac.uk/people/27458

Dr Skountridaki’s research interests include the sociology of the professions and entrepreneurship.

Professor Sharon Bolton
stir.ac.uk/people/257380

Sharon is a Professor of Organisational Analysis and Chartered Director (Institute of Directors). Her research is focused on people, work and well-being which feeds into her case study approach to teaching Strategic HRM.

Chris Coles
stir.ac.uk/people/22814

Chris Coles is an accountant by profession, and teaches on a variety of financial accounting, management accounting and taxation modules.

Alan Somerville
stir.ac.uk/people/23288

Alan Somerville’s areas of expertise include quality assurance and accreditation, as well as teaching on Management Accounting and Taxation.

Lynn Whiteside
stir.ac.uk/people/11095

As Employability Manager for the University of Stirling Management School, Lynn Whiteside leads on the development and growth of employability and employer-engagement activities.

Our Elective Modules Are Taught By:

Professor Bernard Burnes
stir.ac.uk/people/22094

Professor John Bowers
stir.ac.uk/people/10993

Dr Craig Anderson
stir.ac.uk/people/28929
Postgraduate education at the University of Stirling Management School goes beyond textbooks and lecture theatres to incorporate personal and professional development.

Our unique Flying Start Leadership Programme is delivered at the start of the academic year and equips postgraduate students from across the University of Stirling Management School with the awareness, knowledge and techniques essential for building a successful career.

Employers are looking for graduates like you who have the ability to work under pressure, manage conflict and work well in a team. Through Flying Start, you’ll discover how to understand business metrics, take part in networking and improve your communication skills. Our supportive programme of activities will help you to achieve your ambitions by transforming your soft-skills, which are valued across industry.

“As an international student, I have been enriched by studying in a multi-cultural environment as well as improving my academic knowledge. I particularly enjoyed the Flying Start activities at the beginning of the course, and the Personal and Professional Development module has really helped me to build my confidence and improve teamwork skills.”

ZHUQING SHEN
MBM alumna, China
1ST IN SCOTLAND FOR WELCOMING INTERNATIONAL STUDENTS

The International Student Barometer 2016
Scholarships

If you have the talent, ability and drive to study for a postgraduate degree at the University of Stirling, we want to ensure that you can make the most of the opportunity, regardless of your financial circumstances.

To encourage well-qualified, ambitious students to come and study at the University of Stirling Management School, we offer a wide range of supportive opportunities.

For further information regarding the wide range of scholarships available at Stirling, visit stir.ac.uk/scholarships

Talk to Us

If you have any questions about our courses, or would like to arrange a visit, please contact our Course Directors who would be happy to help.

Professor George Burt
MBA Course Director mba@stir.ac.uk

Dr Tom Forbes
MBM Course Director mbm@stir.ac.uk