



Engaging Strathclyde Business School





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Engaging with real-world challenges, and supporting organisations and individuals to tackle these challenges, is core to what we do at Strathclyde **Business School** 

# Welcome Strathclyde Business School is an innovative, entrepreneurial and socially responsible organisation



Engagement with real-world problems and issues is in our DNA. It enhances our teaching and research and allows us to have an impact on business practices and government policies.

We work with businesses, governments and third sector organisations of all sizes to add value as they tackle important social and business challenges.

In this brochure, we set out some examples of the work that we have done with a range of organisations to address some of the pressing challenges they face. This includes working in areas as diverse as the development of renewable energy projects and supporting businesses to embrace digital transformation.

Our aim is to showcase the range and diversity of our expertise and experience, as well as the number of different ways in which you can engage with us.

# based in a leading international technological university.

This engagement can take many different forms, including consultancy projects, collaborative research, Knowledge Transfer Partnerships, and other knowledge transfer activities.

Our engaged approach also infuses the teaching that we do.

We pride ourselves on the ethos of being 'a place of useful learning' and incorporating business input throughout our undergraduate, postgraduate and executive education in the Business School.

Our business school is accredited by all three leading accrediting bodies – AMBA, EQUIS and AACSB - testifying to the value of our international educational offering.

Furthermore, our departments and teaching programmes hold internationally recognised industry accreditation, with accreditation from expert professional bodies such as CIMA, ICAS, CIPD, the Institute of Hospitality, the Energy Institute and the British Psychological Society to name a few.

Engaging with real-world challenges, and supporting organisations and individuals to tackle these challenges, is core to what we do at Strathclyde Business School – reach out to us and ask us how we can help your organisation.

We look forward to hearing from you.

#### **Professor David Hillier**

Associate Principal and Executive Dean Strathclyde Business School

# **Centres of Expertise**

Strathclyde Business School has a number of centres of expertise focused on specific areas of research and knowledge exchange.

The Business School is also embedded in a rich ecosystem that builds upon the triple helix of industry, government and academia coming together in innovative ways.

We actively contribute to Glasgow City Innovation District and the Advanced Manufacturing Innovation District. In addition, we work in partnership with FinTech Scotland and the University of Glasgow on the Financial Regulation Innovation Lab (FRIL) project.

FRIL will champion the frontier of financial regulation and harness cutting-edge technologies to help create jobs and business opportunities, while also unlocking the potential of future talent and delivering one of the strategic recommendations laid out in FinTech Scotland's Research & Innovation Roadmap.

## **Stephen Young Institute**

The Stephen Young Institute, funded by philanthropist and businessman Dr Charles Huang, was launched in honour of Dr Huang's PhD supervisor and mentor. The institute seeks to build upon the business school's rich history in marketing and technological innovation, taking a bold and ambitious approach to addressing the world's big challenges including sustainability and inequality through collaboration, deep stakeholder engagement, and transformational impact. The Institute aims to produce high quality research in international business, innovation, entrepreneurship and marketing, as well as collaborate with leading academic partners, government and the third sector. It aims to engage with industry, linking with the Strathclyde innovation ecosystem.

## Fraser of Allander Institute (FA

The Fraser of Allander Institute (FAI) has established a reputation as a leading economic research institute in Scotland with a distinct strength in the analysis of real-world policy challenges for more than 40 years. The founding ethos of the Fraser was to adopt an enlightened approach to economic issues. This independent approach to policy-relevant economic analysis has remained the hallmark of the Fraser ever since. The Fraser is committed to fostering the next generation of applied economists – both through its own undergraduate and postgraduate programmes but also as the host institution for the Scottish Funding Council's Economic Futures initiative.

# Responsible Business Institute (ReBI)

The Responsible Business Institute (ReBI) is built on the foundation that a positive and long-lasting change in our society is possible and must be the result of synergies among different stakeholders, including the business world. In an increasingly complex world, basic values like integrity, ethics and responsibility are essential to making a difference and delivering sustained outcomes that can benefit our economy and society. ReBI provides a platform that brings together educators, researchers, industry experts, policymakers and students to discover concrete ways to take action that tackles climate change and improves society and quality of life while striving for increased equity and inclusiveness.

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SCER's purpose is to produce the highest quality academic research, and to use research to underpin effective policy-making in the public, private and voluntary sectors. The Centre focusses on multi-stakeholder, multilevel research aimed at generating shared benefit across workplace stakeholders. SCER hosts major research and knowledge exchange investments from a wide range of funding bodies including ESRC, EPSRC, Innovate UK, the National Institute for Health Research, the Scottish Government, and private and third sector organisations. Research that drives societal impact is central to all of SCER's activities, and SCER staff are heavily engaged with wider workplace stakeholders and networks in supporting dissemination, shared problem solving and learning. SCER's current research programme focuses on the key themes of workplace innovation, performance and productivity; fair work and job quality; employee engagement; health and employability; and employment regulation and equality.

# Strathclyde Instit stainable Co

The Strathclyde Institute for Sustainable Communities (SISC) is a cross-faculty institute which places a spotlight on the important role communities could play in unlocking a sustainable future. The Institute is an interdisciplinary hub of research excellence that examines decision making, participation and wealth building approaches that empower and enrich communities. Its mission is to translate research insights into place-based guidance and recommendations that will ensure communities are not left behind by a sustainability transition but can, in fact, thrive.

## Strathclyde Executive Education and Development (SEED)

Strathclyde Executive Education and Development (SEED) is the Business School's centre for designing, developing and delivering Executive Education and Development. SEED works with businesses and organisations to develop programmes to meet the specific needs of an organisation and their development goals. SEED draws on Strathclyde's highly experienced faculty who are leading experts in their fields to bring innovative deep academic knowledge and practice to any organisation. SEED has extensive experience in working with high profile organisations across various sectors - for example, Babcock International on the Senior Leaders MBA and Iberdrola on their MBA in the Global Energy Industry.

The centre offers bespoke and specialist MBAs, SME growth programmes, houses our apprenticeship offering and provides open and bespoke specialist leadership development to senior leaders from all disciplines in the private, public and third sectors. The Centre is a market leader in designing and delivering applied, experiential, tailored programmes for an extensive client base, leveraging the knowledge and research from our internationally recognised departments and specialist units.

## Strathclyde Institute for Operations Management (SIOM)

The Strathclyde Institute for Operations Management (SIOM) brings together leading experts in operations management and advanced manufacturing from across the University of Strathclyde. SIOM is a community which includes academics, industry, policy makers and intermediaries interested in Operations Management. The Centre pulls together expertise from across the University of Strathclyde and creates a forum for challenges, opportunities, best practice and thought leadership.

## Informed Decision Analytics (IDeA)

The Informed Decision Analytics (IDeA) Centre provides evidence-based decision making frameworks to analysts, senior managers, executives, and policymakers. IDeA was established to provide a link between the innovative decision-science methodologies developed in academia with the grand societal challenges facing government, industry and the third sector.

Working collaboratively, IDeA seeks to deliver impactful solutions for our partners by solving the real challenges around significant problems rather than solving niche academic curiosities. Utilising its academic status, IDeA aims to deliver focused research and development for collaborators by leveraging funding targeted at innovation.

## **Global Practice Initiative (GPI)**

The Global Practice Initiative (GPI) draws together a network of Global Practitioners from across industry, sectors and countries with a mission to be the catalyst for synergy-based partnerships between external practitioners and academic scholars. This encompasses enhancing educational delivery, fostering innovation and driving meaningful impact through collaboration and engagement.

Our Global Practitioners sit at the heart of the GPI, acting as a dynamic force at the intersection of business practice and academia, and fostering a culture of continuous learning, knowledge sharing, and impactful contributions to shape better societal and business outcomes.



# World Class Research with Real World Impact

Our academics engage in a variety of research with local, national and international businesses and organisations which has a real impact in tackling the challenges that they face.





# **Boosting the productivity of** businesses through innovating workplace practices

### The Challenge

Employers across the UK and beyond face the challenge of how to generate improvements in productivity and innovation in their organisations. One area we know is a crucial enabler of improvements in innovation and productivity is effective workplace practices and people management.

#### The Strathclyde Contribution

To enable employers to utilise the latest evidence to inform their workplace and people management practices Strathclyde researchers have been turning the insights of cutting-edge workplace research into actionable intelligence that can drive business innovation. They've also been connecting employers with researchers to share and embed these insights.

This is all part of the work of the ESRC 'PrOPEL' ('Productivity Outcomes of workplace Practice, Engagement & Learning') Hub, led by the Scottish Centre for Employment Research at Strathclyde Business School. The Hub brings together a team of inter-disciplinary researchers in nine universities across all four nations of the UK, with a range of businesses and organisations including close collaboration with the Chartered Institute of Personnel and Development, the UK's professional body for people managers.

The research team has conducted high-quality research on the productivity and wellbeing impacts of different workplace and people management practices, ranging from employee engagement strategies to training in conflict resolution, from workplace wellbeing programmes to hybrid working.

# **Enabling digital innovation** by businesses

#### The Challenge

Businesses across the world are constantly faced with the development of new, often digital, innovations. How to respond to these opportunities, embed these and harness their benefits within their organisations remains a challenge. We work regularly with businesses to enable them to undertake digital adoption and transformation.

We recently worked with Fishers Services Ltd, a company established in 1900, which is the second-largest independent laundry company in the UK and a market leader in Scotland to do exactly this.

Keen to remain at the forefront of their sector, they wanted support to implement a change process which involved a new customised digital solution to improve the tracking and management of laundry products, and they asked us to help.

### The Strathclyde Contribution

### The Impact

Working through a Knowledge Transfer Partnership (KTP) Strathclyde academics and students customised a digitalisation solution to allow Fishers to keep track of its luxury textile range and use the data it generates to inform the design and purchasing of linens.

The Strathclyde team used knowledge from their research into high-value manufacturing industries to tackle this problem. Through a series of strategy workshops facilitated by our team, the Company's digital strategy was refined, and the team worked on developing the implementation process and optimising the new system in collaboration with ecosystem partners (including large hotel chains, technology providers and suppliers).

Fishers has now developed and implemented an asset tracking capability – Radio Frequency Identification (RFID) – providing real time visibility of high volumes of reusable stock, transforming the business's financial and operational performance.

The project helped Fishers grow its annual sales turnover and the company has rolled out the system to their other laundries.

There have also been wider spillover benefits to the business through the adoption of a more empirically based decision-making approach, with data providing them with actionable insight, and allowing better informed decisions.

This project has also provided Fishers with a new unique selling point, putting them at the frontier of innovations in their sector, with the firm believing that RFID will eventually become an industry standard.

#### The Impact

The Strathclyde team has led the impact and engagement actions that emerge from the work of the PrOPEL hub, including helping researchers to engage with employers and other stakeholders and use their research to inform improvements in workplace practice.

The team has engaged with over 3,000 business and policy stakeholders, people managers and employees through more than 70 ESRC PrOPEL Hub events and activities online and in person. They've produced a whole series of resources to equip individuals and businesses with insights and guidance to drive improvements in productivity through employment and people management practices.

This is leading to real and tangible improvements in productivity across a range of organisations, underpinned by the evidence and engagement activities led by the ESRC PrOPEL Hub. In turn, these improvements to workplace practice are benefiting the productivity of organisations and the wellbeing of their employees.





# Improving our understanding of the modern economy

#### The Challenge

Governments and National Statistical Agencies around the world are grappling with how to measure developments in the economy in the face of significant shifts in business models, the growth of artificial intelligence, automation, the internationalisation of supply chains and the development of new and innovative products. At the same time we're seeing shifts in what households consume and how they do so. All of this raises questions about how we best track and understand developments in the modern global economy.

#### The Strathclyde Contribution

#### The Impact

Researchers at Strathclyde have been working collaboratively as part of the Economic Statistics Centre of Excellence (ESCoE), a centre funded by the UK's Office for National Statistics.

One strand of this work has centered on developing new statistical methods to enable the production of more timely estimates of regional growth. The tools developed have since been applied by others in a number of other countries. Another strand of this work has focused on shedding light on key dimensions of regional economic resilience in the UK.

We have also led work to improve the UK's estimates of sub-national trade and related economic statistics. This research has developed tools and frameworks to better measure these sub-national statistics in the UK and internationally, and to improve our understanding of international supply chains.

Our research is shaping our understanding of measurement issues in the modern economy and informing statistical practice. This includes the adoption and use of the methods we've developed to produce more timely and higher frequency estimates of economic growth at a regional level.

This research has also provided the basis for the ongoing development of interregional trade statistics, improving our understanding of the flow of goods and services within the UK and supporting decision-makers in government to design and deliver economic policy.

This work is now being extended and forms part of a multi-country project to develop internationally consistent sub-national statistics that will underpin future policy analysis and decision making by governments at a local, national and supranational level.

# **Building economic growth in Scotland through Open Innovation**

#### **The Challenge**

**Open Innovation practices offer an opportunity to drive a step** change in Scotland's innovative capacity and realise faster economic growth. To support the realisation of these gains Strathclyde researchers, working in partnership with industry partners and government agencies, investigate the barriers and challenges to the adoption of Open Innovation practices across the economy.

#### **The Strathclyde Contribution**

Strathclyde researchers worked with organisations across the private and public sector through structured workshops and events to understand the effectiveness of innovation management practices.

The research involved interaction with hundreds of SMEs and consultation with business, organisations and public bodies to create a body of knowledge on what works in supporting open innovation. This included understanding what constitutes a good innovation process and what the activities are in that process that need to be most closely managed to support long-term organisational and competitive health.

Using these insights, the team worked across multiple organisations and used longitudinal action research to co-create, and then evaluate, new innovation processes for organisations.

#### The Impact

The Strathclyde team's Open Innovation model has enabled companies to accelerate their technological innovation and has led to a change in company cultures to support and embed innovation. In doing so, Open Innovation has increased the growth of individual organisations, and supported them to compete in global markets.

In one example, the team worked with a regulated utility to integrate Open Innovation approaches into its business practice – demonstrating the mechanisms needed to move between governmentcentred, compliance-based regulation and a performance-oriented regulatory regime. The management processes that were co-designed were adaptable to types of innovation while delivering a timely and cost-effective commercially viable products to market.





# **Strengthening communities and** enabling more sustainable living

#### The Challenge

South Seeds is an environmental charity, established in 2012 and covering the South Side of Glasgow, whose mission is to "enable Southsiders to lead more sustainable lives".

Sustainability is particularly challenging in the local area which is characterised by high levels of deprivation, population density and limited land availability and natural resources. Enabling urban communities to live more sustainably is critical to the transition to netzero targets and delivering on the Sustainable Development Goals.

Since its founding, South Seeds has played an important role in the local community, but it was heavily reliant on public funding to support its activities. This raised several challenges and led to a desire to diversify its income sources.

#### The Strathclyde Contribution

## The Impact

Strathclyde Business School academics secured funding for, and led, a project to explore ways in which the charity could shift away from becoming so heavily reliant on public grant funding.

The research highlighted a number of new opportunities and these were then incorporated into a new business plan for South Seeds which was developed by the research team. This included ambitious plans to secure a lease and funding to develop the Old Changing Rooms at Queen's Park Recreation Ground into a net-zero community hub, strengthening community involvement and engagement.

These activities enabled South Seeds to diversify its activities and its revenue streams, providing a platform to push on with a series of ambitious plans to further support the local community to live more sustainable lives.

This includes the provision of energy payment support, with South Seed's energy officers helping local households to access over £200k of energy payments.

Through the Tool Library, South Seeds has provided over 4,000 loans, and this number continues to grow. In 2022 alone it issued 1,750 loans - an increase of 46% on the previous year.

To support its growing range of activities and scale, South Seeds has been able to leverage its new business model to secure a 25-year lease on a property which will become a new community eco-hub, and a new home for the Tool Library, as well as securing £450,000 in funding to turn this space into a quality multifunctional space for the community.

# **Improving the effectiveness** of international aid

### The Challenge

Global health organisations play a pivotal role in supporting programmes and interventions in countries and communities facing the most pressing needs. With scarce resources, these organisations need a robust, transparent and fair process through which they can evaluate proposals and in turn allocate their funds across different initiatives to maximal benefit.

Central to this is having an evidence-based approach to economic evaluation which can quantify the impact of the project while also considering the objectives, values, and roles of funders, and input from a diverse array of stakeholders. Undertaking an economic evaluation in this area is complex, and several challenges arise around how best to measure outcomes and interpret the available data.

#### The Strathclyde Contribution

Drawing on foundational research, including the development of new and innovative optimisation methods and evaluation frameworks, Strathclyde researchers have developed a best practice approach to conducting economic evaluations in the context of the allocation of development aid, and interpreting their outcomes.

The goal of this work is to develop tools and approaches that let organisations better capture and assess the potential impact of initiatives they're asked to fund, and then embed these within a new evaluation framework to support improved investment decisions and maximise the benefits that are achieved from the funding.

#### The Impact

This work improved how a range of organisations approach the evaluation and allocation of funding, in turn helping to support better investment decisions, and in time improved outcomes for people living in the most challenging circumstances.

Some of our partners have embraced this new evaluation framework for their funding decisions - informed by our research - which has improved their analytical capabilities and helped reshape ongoing global-level investment cases.

We worked with one organisation and their partners in the governments of Bangladesh, Mozambique and Sudan to enhance the robustness of the countries' case for support and to improve the partners' process for allocating resources to maximise population health benefits. The evidence from our research has both influenced the partners' thinking as well as global discourse on how economic analysis can inform fair and equitable cofinancing between donor and recipient countries.



# **Helping offshore business** meet Net Zero UK targets

#### The Challenge

The UK has an ambitious target to be Net Zero by 2050. Achieving this target will require significant investment and expansion in our renewable energy capacity. Key to these plans is expanding the UK's offshore wind energy capacity. Yet the Levelised Cost of Energy (LCOE) for offshore wind is currently too high to deliver the size of investment that is needed. This is why businesses have been innovating their products and processes to try to reduce the LCOE for offshore wind energy.

One important area that has been focussed on is the cost associated with the installation of these devices, which contribute approximately 25% of the LCOE. If these costs can be reduced, it would help support a faster and more successful transition to Net Zero for the UK.

#### The Strathclyde Contribution

### The Impact

Businesses who are developing offshore windfarms are managing investments often surpassing £100 million, with long and complex supply chains and a significant number of different components and processes. One area that has been identified as being key to realising significant reductions in the LCOE for offshore windfarm developments is optimising the scheduling of the installation.

Strathclyde researchers have been working with businesses developing offshore windfarms to simulate and optimise installation schedules, taking into account a wide range of potential factors including the weather and its inherent unpredictability, to enable a faster and more costeffective installation process. This has resulted in the development of a practical toolkit that can be used by these companies to improve the scheduling of their installations and reduce the cost involved.

The toolkit that the team developed, and which has been validated by two independent entities, has become integral to the company's operations and planning and is providing a platform for further innovations. The toolkit has provided the foundation for improvements in other aspects of the development of offshore windfarms, including informing the bidding process for new development opportunities where the tool's application has led to capital expenditure reductions by £20 million.

# Innovative and informed learning



Strathclyde Business School offers a breadth and depth of expertise across its departments and closely with experts across the wider University to deliver important insights of practical relevance to our teaching at all levels and benefits all those who study at, or engage with, Strathclyde

key areas captured by each of our departments and there are opportunities to work with academics and students in each of our departments.

If you would be interested in contributing to teaching the next generation of business leaders and collaborating with us on any of our teaching programmes, do get in touch!

This might be because you are looking for innovative ideas and solutions to a problem or challenge within your business and would value input from our students. Or it might be because you're keen to share your experience with students internship opportunity, or inviting students to see your business in action.

Working with our students provides organisations provides our students with real world work experience and insights – and we have experience of doing so throughout our programmes, including our flagship MBA.



One of the ways in which business and students work together is on our MBA programme. During the flagship project stage, students are given the opportunity to examine in depth a managerial, organisational or environmental issue.

Over a two-month period, students analyse and research a strategic work issue, often based within an organisation – enabling organisations to utilise the talents and fresh insights of our MBA students and providing our MBA students with unrivalled real-world experience.

Using the skills of these students provides businesses with:

- → Access to expert advice and the latest research from a world-leading business school;
- → A fresh, multicultural perspective on any challenge or opportunity faced by an organisation;
- → Practical, creative and innovative solutions and recommendations.

The international nature of our operations means that we attract diverse and high calibre applicants from all over the world, bringing new insights and perspectives to business challenges.

There are opportunities across all our departments and programmes to engage with our students and address real-world challenges.

Another example of this is via an innovative element of our postgraduate programmes in Marketing. The Marketing Works project provides students with a challenging organisation-based, action-learning opportunity to advise a company on a marketing problem/opportunity.

Students consult with their client organisations with the objective of delivering realistic recommendations, which if implemented could reasonably be expected to help generate strategic marketing plans.

The scope of the project is to allow students to work in groups to manage the project at hand, and communicate the outcome to their clients.

The Marketing Works project benefits clients who have marketing research needs. Business clients can be assured that each consulting project carried out by our students is supervised by expert academics.

If you have a challenge or project you would like help with, then our students could be the answer: working with our students provides organisations with an avenue to fresh insights and business solutions or support for an ongoing project.

There are opportunities across our teaching portfolio at undergraduate and postgraduate level for project and internship collaboration. Please get in touch if you would like to find out how our students could work with you.

# Executive education

Strathclyde Business School has a long tradition of designing, developing and delivering innovative executive education solutions for our business clients.

Our executive education delivery is built on these close links with industry, through the development of co-created programmes, ranging from micro credentials and short CPD offerings, through to full Masters and MBA programmes.



Working closely with partners, we gain an understanding of the current and future needs of industry and design programmes to meet industry demand. Our partners' feedback centres on the impact that our interventions have on developing their workforce, successful succession planning and in tackling their organisational challenges.

If you would like to discuss innovative ideas and solutions to a problem or challenge within your business please get in touch.







### **Bespoke MBAs**

The Strathclyde Executive Education and Development team have developed a number of bespoke MBA offerings for different clients across a range of sectors.

Some recent examples of collaborations include our work with Iberdrola where we developed a bespoke MBA in the Global Energy Industry and with Babcock International - where we developed and delivered a Senior Leaders MBA.

We developed the innovative Babcock Senior Leaders MBA as a programme delivered in accordance with Degree Apprenticeship regulations, which enables employers to access government funding through the Education & Skills Funding Agency.

Working with Babcock International we codesigned this new MBA programme to address their current needs as a business, and designed its delivery to be inclusive to employees from a variety of roles and backgrounds within the organisation, including internationally.

This programme will support Babcock International in identifying leadership potential from within and developing this ambition to progress into more senior roles to help drive forward the business in the coming decades.

## Working with SMEs

It's not just large businesses that we work with; we also work closely with a range of smaller enterprises based here in the UK and overseas. One way we do this is through our innovative Growth Advantage Programme (GAP). Another is through the Help to Grow: Management programme part-funded by the UK Government.

The innovative GAP programme, launched in 2015, combines world class executive education with the power of peer learning. The programme is designed to deliver relevant, accessible and practical learning for the leaders of ambitious growth businesses in Scotland by combining world class executive education with the power of peer learning.

The Growth Advantage Programme is aimed at existing businesses with a minimum £1 million turnover with real growth ambitions, and focuses on developing the founding managing director, chief executive or principal of the business with a significant ownership interest.

Over 80 companies from across Scotland and a wide range of sectors have taken part in the Growth Advantage Programme in five programmes to date, and have had an average of over £2.2 million in annual revenues and 25 employees at the start of the programme.

The programme has generated substantial impacts for each cohort of organisations and individuals -including increasing clarity of focus for the business, sharpening their value proposition, extracting more value from current operations, creating synergy from their portfolio of products and services, focusing on core values, measuring activities, and having a greater focus on more valuable customers and changes in structures and people.

The benefits of the programme have not simply been realised in terms of business performance but also by the impact on the individuals who cited having greater confidence, an enhanced growth orientation and an expanding business network as a result of the programme.



# PGT portfolio

Our range of postgraduate programmes covers all aspects of the business spectrum. As well as our MSc and Masters programmes we also offer Postgraduate Research programmes such as PhD and DBA.

## Department of Accounting and Finance

- → MSc Finance
- → MSc International Accounting & Finance
- → MSc International Banking & Finance
- → MSc Investment and Finance
- → MSc Finance & Management
- → MSc Financial Technology
- → MSc Quantitative Finance
- → MSc Sustainable Finance

### **Department of Economics**

- → MSc Applied Economics
- → MSc Economics & Finance
- → MSc Economics & Policy of Energy & Climate Change

## Hunter Centre for Entrepreneurship

- → MSc Entrepreneurship, Innovation & Technology
- → MSc Project Management & Innovation

# Strathclyde Executive Education and Development

- → MSc Health and Care Leadership
- → MBA with a specialisation in Sustainable Energy Futures
- → Climate Solutions

## Department of Management Science

- → MSc Business Analysis and Consulting
- → MSc Data Analytics
- → MSc Health Analysis, Policy and Management
- → MSc International Master Project Management (with POLIMI Graduate School of Management)
- MSc Supply Chain and Logistics Management/Procurement Management/ Sustainability Management

## **Department of Marketing**

- → MSc Digital Marketing Management
- → MSc Marketing
- → MSc International Marketing
- → MSc Tourism Marketing Management

## **MBA and General Management**

- → Master of Business Administration (MBA)
- → MSc Business Management
- → MSc International Management

## Department of Work, Employment and Organisation

- → MSc Occupational Psychology
- → MSc Human Resource Management
- → MSc International Human Resource Management
- → MSc Work and Organisational Psychology



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