

The Strathclyde MBA



The Strathclyde MBA

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Founded in 1948, Strathclyde Business School (SBS) is an enterprising, pioneering institution of global standing.

We engage business minds, and pursue impact on the stakeholders we serve.

Our University's mission for over 200 years has been to be 'the place of useful learning'; an ethos which still drives the business school and distinguishes us from our competitors.

We have been offering our prestigious MBA programme for over 50 years.

Strathclyde Business School – an overview

Excellence

SBS is part of the University of Strathclyde, a socially progressive and leading international technological institution.

Accreditation

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Strathclyde is a triple accredited business school: one of 135 in the world (October 2024), and the first business school in Scotland to be triple accredited, holding accreditation from the international bodies, AMBA, AACSB and EQUIS.

Accreditation offers a very objective way of measuring a business school's credentials. For example, the quality of education on offer, the school's facilities, the student body and the faculty, can all be reviewed as part of an accreditation process.

AMBA – originating in the UK, the Association of MBAs is the only one of the 3 main bodies to accredit MBA courses rather than the host institutions. www.associationofmbas.com

AACSB – Association to Advance Collegiate Schools of Business is the USA's best known accreditation body. Despite a very American membership, it remains the hallmark for any business school with world-class ambitions. www.aacsb.edu

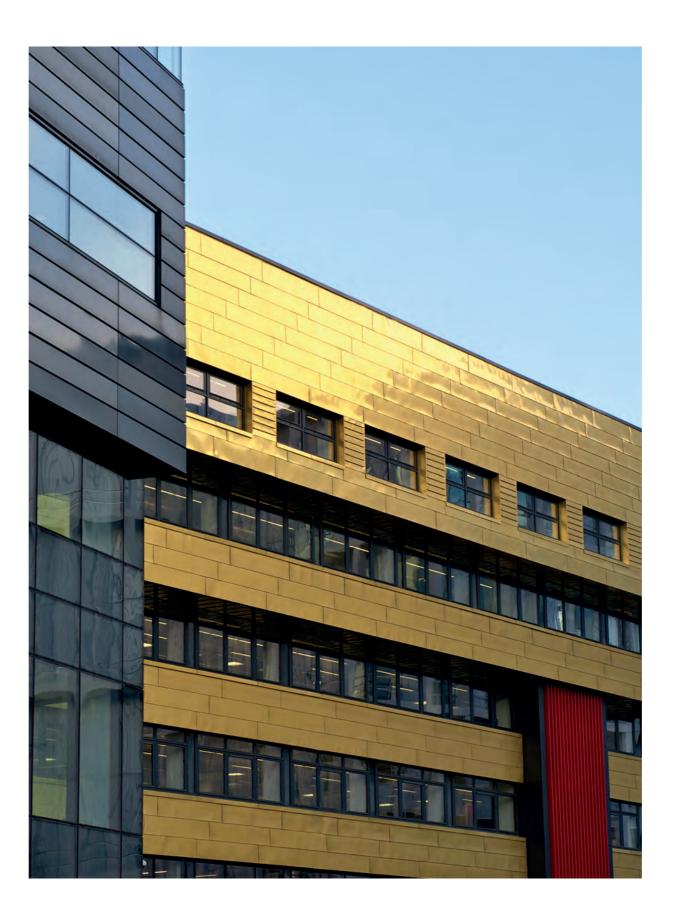
EQUIS – the European Quality Improvement System is the newest of the big 3 accrediting bodies and has the smallest membership. It was formed to address the European problem of diverse national accreditation systems, and is gaining ground outside Europe. www.efmd.org

Accreditation in the UAE

In addition to triple accreditation, Strathclyde Business School (SBS) was Europe's first university faculty to be awarded a licence to operate an MBA programme in the United Arab Emirates. It was scrutinised by the deans of three top US Business Schools as part of the process carried out by the UAE Commission for Academic Accreditation. The licence establishes the school as an educational institution officially recognised by the UAE government.

Research excellence

Strathclyde has a reputation for research excellence. Strathclyde Business School has been recognised in the Research Excellence Framework (REF) 2021 for its world-leading research – with a GPA of 3.26, this positions SBS as the third-highest overall quality of all Scottish institutions as ranked by Times Higher Education (THE). SBS's exemplary research environment achieved particularly strong recognition having a rating of 75% 'conducive to producing research of world-leading quality and enabling outstanding impact'. With the remaining 25% rated as 'internationally excellent quality', this places SBS significantly above the sector average and makes it the second-highest environment quality profile in Scotland. In terms of scale and quality, the SBS submission has been ranked 16th in the UK on Research Power by THE and this makes it the second highest in Scotland.









Additionally, our departments have earned an impressive range of discipline-specific accreditations.

Accounting is fully accredited for entry to the Institute of Chartered Accountants of Scotland (ICAS) as well as offering exemptions to other professional bodies, e.g. Association of Chartered Certified Accountants (ACCA) and Chartered Institute of Management Accountants (CIMA). The Department of Accounting and Finance has all four of its MSc programmes accredited by the Chartered Institute of Management Accountants (CIMA).

The Department of Work, Employment

and Organisation is a CIPD Approved Centre, accredited to deliver programmes that meet the knowledge requirements for professional membership of CIPD. (CIPD is the professional association for HR professionals in the UK, with a membership of around 150,000).

Our Hospitality and Tourism Management degrees have been accredited by the Institute of Hospitality.



SBS was the first UK business school to offer:

- > A full-time 1-year MBA programme (1966)
- A part-time MBA programme (1976)
- A distance learning programme (1983)
- A DBA (Doctor of Business Administration) programme (1988)

This pioneering spirit brought the
Strathclyde MBA into many new countries
via the establishment of international
centres. These centres meant, for the first
time, local managers could study for a
UK MBA in their own country. This earned
SBS the prestigious Queen's Award for
C4

We currently operate in a number of international Strathclyde MBA centres, with hundreds of students currently enrolled on the MBA around the world.

International

In addition to our international centres offering the MBA and other programmes, we have long-standing and established links with universities across the world. Our partner institutions include universities in Australia, Canada, Europe, Asia, and the USA.

We encourage students to gain international experience through links with overseas universities, and our international centres' network.

World-leading research is carried out by our academics in collaboration with numerous international partners. Many have visiting professorships or fellowships at prestigious overseas institutions. The business school offers consultancy through bespoke programmes, consultancy and knowledge exchange. Entrepreneurship and innovation are at the heart of SBS, with SBS being home to the Hunter Centre for Entrepreneurship, Strategy and Innovation – endowed by Sir Tom Hunter.

Innovative

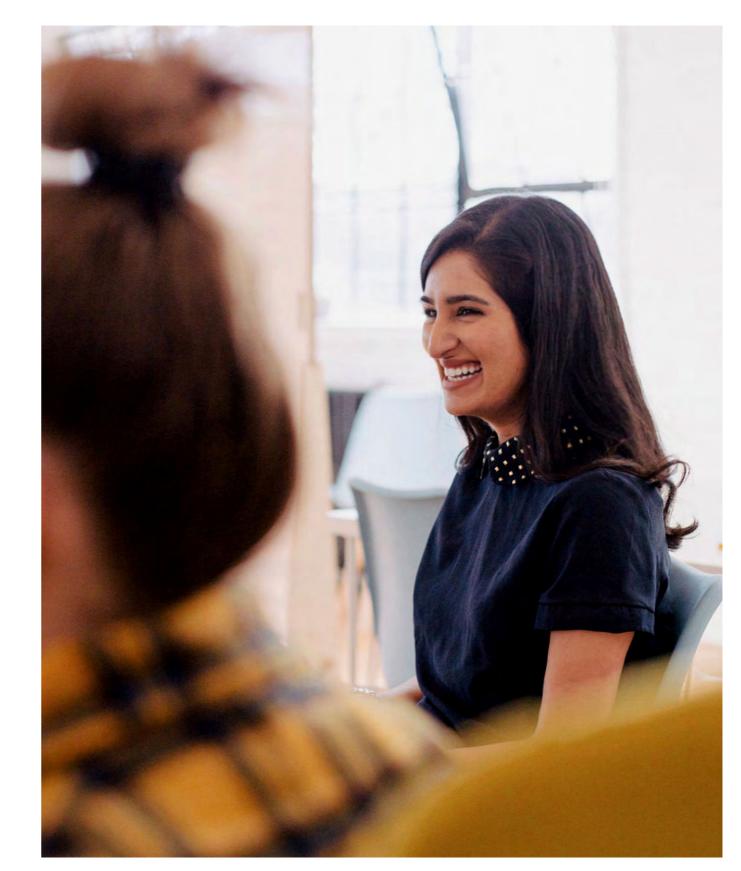
Strathclyde was the first business school in Scotland to be awarded the Small Business Charter Award for its work in supporting start-ups and small businesses. With 50 years' experience in developing its MBA programme, SBS is a major innovator in the field of business and management.

Entrepreneurship and innovation are key themes across Strathclyde – Strathclyde Inspire is the entrepreneurship strategy for the whole university, which our students are encouraged to take advantage of.

Strathclyde Inspire is a statement of our ongoing commitment to be a world-leading enabler of entrepreneurship and a globally-recognised provider of impactful entrepreneurship education and practice.

Strathclyde Inspire supports and encourages entrepreneurship in all its forms. Support is available for Strathclyde students, staff and graduates who want to explore their entrepreneurial potential, who have an idea for a business, or are considering commercialising their research.

MBA students have previously formed a sounding board for Strathclyde Inspire, helping to select entrepreneurs to pitch their businesses at the bi-annual Strathclyde Inspire100 pitching events where they can meet potential investors.





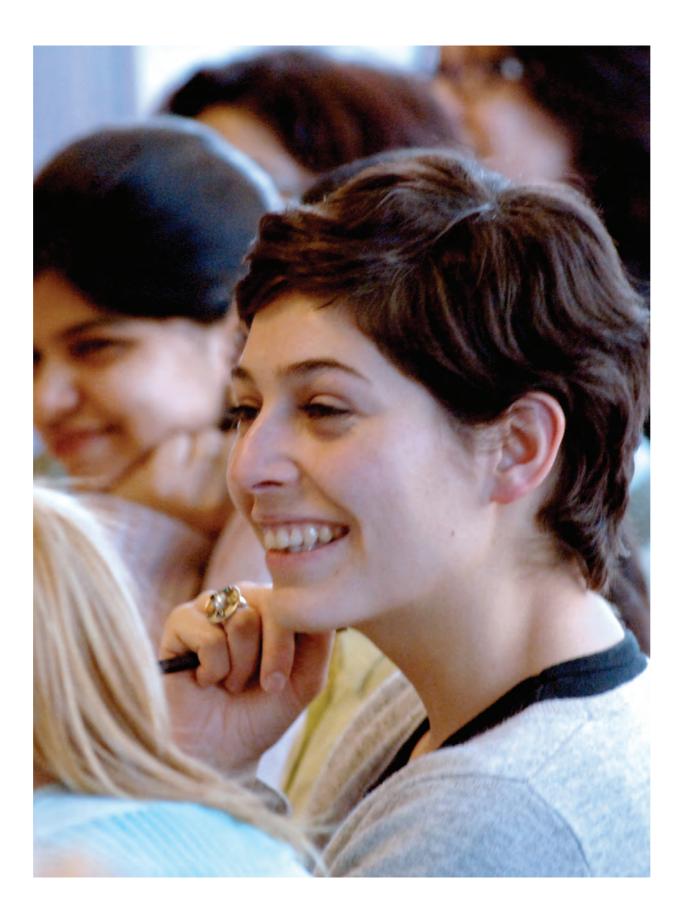
Influential Research

Strathclyde Business School is highly rated for its research. The REF 2021 is a Government-led benchmarking exercise measuring the quality of research in higher education institutions.

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Research excellence is embedded throughout our departments. Our research bolsters our reputation and also provides our students with access to internationally recognised faculty members at the forefront of their research fields, ensuring a world-class education throughout the business school.

SBS was given a Pioneering Institution award by RRBM (Responsible Research in Business Management) in 2021.



Engaging

Strathclyde Business School has a strong reputation for effective engagement with business, industry and the public sector and our vision is to attain the highest levels of knowledge exchange.

Knowledge exchange in the business and management field takes place through applied projects, consultancy and action research. SBS develops theory-led, policy-relevant research through collaboration and dialogue with a variety of organisations, government and trade unions. The business school hosts Strathclyde Executive Education and Development (SEED), which leads the Business Engagement theme within the University's Technology Innovation Centre (TIC). Strathclyde has always had close links with industry and business but the university is taking partnership to a new level and helping Scotland's industries compete on the world stage: the TIC revolutionises the way researchers in academia and industry collaborate and innovate together.

Developed with industry, for industry, the Technology and Innovation Centre has already attracted major partners including Scottish and Southern Energy, the Weir Group, ScottishPower and several other major cross-sector industrial partners. The partnership will benefit from participation by large corporations and a large grouping of innovative SMEs.

SEED runs a number of bespoke executive education programmes and we have extensive experience in working with high profile organisations across various sectors.

For more information on SEED, please email exec.education@strath.ac.uk.

Another of the ways we engage with industry and business is through our international advisory board which comprises a mix of senior business people and industrialists. The board meets regularly to discuss and advise on the on-going development of SBS's corporate activities.

What is the Strathclyde MBA?

"By its very nature, the MBA is a generalist degree, it is intended to develop Managers into Business Leaders and to be an effective leader, you need a solid overview of Business, something SBS has been offering since 1966.

"At Strathclyde, we are exceptionally proud to have delivered a renowned MBA programme since 1966. Over the years we have pioneered developments in the MBA, such as offering the first one-year full time MBA programme in the UK, the first part time route, and the first distance learning programme. As a world class business school in an international technological university, we continue to innovate with our MBA and other programmes to ensure they are completely relevant and impactful to today's business world."

Professor David Hillier Associate Principal, Executive Dean

Strathclyde Business School



The Strathclyde MBA

What are the prime benefits?

Self-development

- > A broad understanding of business and management issues
- Strategic orientation and the ability to successfully implement the strategies formulated
- Development of management skills and techniques
- > Self-awareness as a manager and leader
- Increased confidence in all areas of business

Career development

- > Enhanced promotion prospects
- New career opportunities
- > Access to the extensive Strathclyde alumni network

In particular it:

- > Provides the skills required for progression to higher level policy-forming positions
- > Allows you to make successful career transitions
- > Facilitates the move from technical specialism to general management
 - Polishes the skills and enhances the abilities of people working for themselves or about to set up in business

David Smith Executive MBA, Glasgow

What are the benefits for employers and sponsors?

Improved corporate performance

- > Improved leadership and critical thinking capabilities of key staff
- > Increased capability to exploit new ideas and technologies for organisational benefit
- Developed ability to manage complex stakeholder needs
- Enhanced capacity to manage change in a sustainable and responsible way

Human resource development

- Greater ability to attract and retain high potential managers
- > Flexible approach to management education
- Structured development of individual managers
- Integral part of succession planning and development of tomorrow's leaders

"Another massive benefit of the Strathclyde MBA was the chance to work alongside, and learn from, professionals in other industries.... Something that became so apparent doing the MBA after setting up my own companies, is that every subject on the MBA becomes much more relevant."



The Strathclyde MBA

The Strathclyde MBA is not just a business programme: it is a stimulating, challenging, life-changing experience, which will make you question, re-think and re-evaluate how you do business.

The Strathclyde MBA is highly experiential and based on collaborative learning – students share their varied work experiences, knowledge, understanding and skills.

The MBA will shape and guide you as a reflective, open-thinking, adaptive learner. This is facilitated through enhanced understanding of the interplay of theory and practice in management.

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	Cap	stone Project	S	
	Pathway 1:	Pathwa	a	
	Research Project (30)	Consultancy (30)		
	Boardroom Challenge (10)	Boardroom C (10)		
	Consulting Impact Challenge (10)	Consulting Impa (10)		
Elective Choice 1				
	Responsible Lead	lership		
	Responsible Organis (Leading to Boardroom C			
	Accounting & Financial Ma (10)	anagement		
	Leading a Sustainable Org (10)	ganisation		
	Strategic Leadership Dev (10)	elopment		
		Building Ca	p	
	Operations & Project Mana (10)	agement		
	Marketing Managem (10)	ent		
	(L	Consulting eading to Consulting		

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s & Challenges



(Impact Challenge)

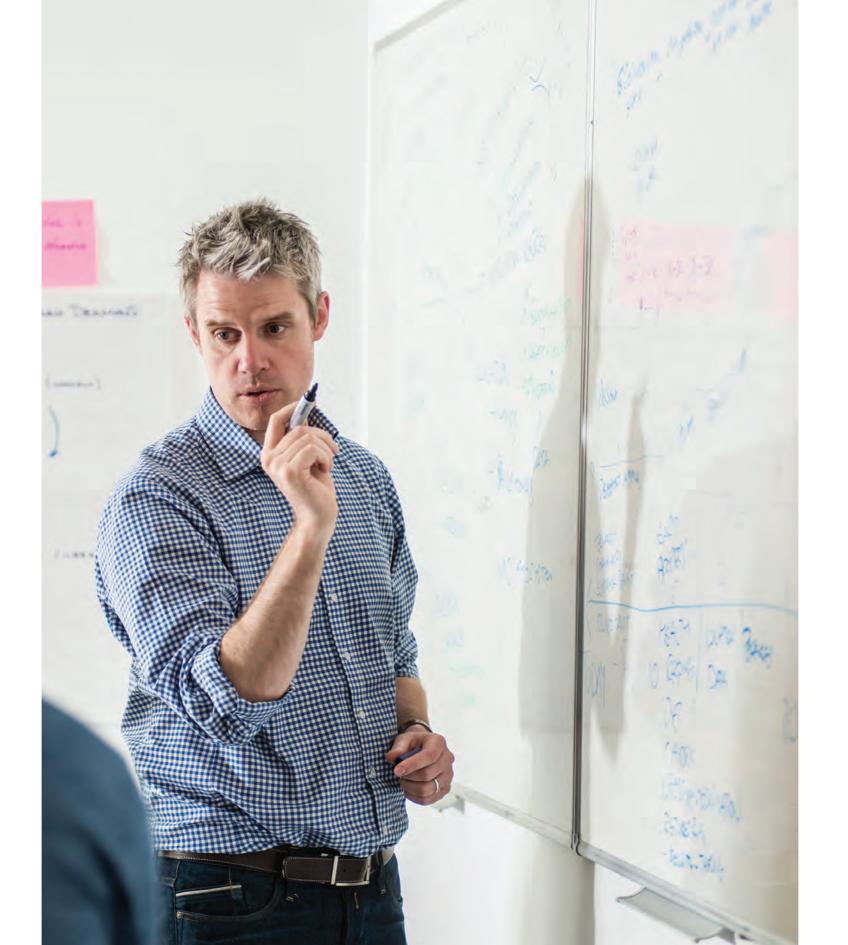
Course content overview

The Strathclyde MBA programme structure has three distinct building blocks at its core:

- > Building Capabilities
- > Responsible Leadership
- > Strategy in Practice

Each of these building blocks comprises a series of 10 credit modules which clearly embrace the specific leadership challenges and responsibilities facing business leaders.

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Building Capabilities provides you with a solid foundation in the management of key functional areas found in today's business organisations and incorporates an introduction to developing your **Consulting Skills**. This is further developed, in a highly experiential way, later in the programme where all students play an active part in the Consulting Impact Challenge.

Responsible Leadership comprises a set of modules which will ensure that you are able to lead strategically, sustainably and ethically, to ensure excellent organisational performance. This involves personal reflection of yourself as a leader and your ability to engage and motivate others around you. Equally, a responsible leader needs to understand the wider context of corporate social responsibility in a **Responsible Organisation**, meeting stakeholder expectations and operating to economic, social and environmental requirements. The **Responsible Organisation** module is further developed and realised via the **Boardroom Challenge**.

Together, the **Strategy in Practice** modules address how organisations survive, become highly successful, and remain financially viable and legitimate in a global, rapidly changing environment. You will address how leaders make this happen and learn how to use analysis, tools and techniques to develop and implement successful strategies.

You will then move on to select electives from a range of topical and relevant subjects which allows you to tailor the MBA to suit your own personal preferences and interests.

All students take the **Consulting Impact Challenge** and the **Boardroom Challenge** – this stage of your MBA journey is an opportunity to integrate the learning and experience from your career to date and from across the programme by working both independently and in teams on these two challenges.

The final part of the Strathclyde MBA is the capstone project, and you will be able to choose the MBA project that best matches your ambitions – you can opt for a research project, entrepreneurial project or consultancy project.

Throughout your studies, business engagement activities at both a module and programme level will ensure that your MBA journey is a highly experiential one, and reflective of current issues impacting the business world.

Building Capabilities

Operations and Project Management

You will explore the principles of contemporary operations and project management in this module. In doing so, you will evaluate the inherent tension between managing 'business as usual' and change. You will also examine how these systems of management can contribute to the strategic success of the organisation.

Learning objectives:

- Deploy Operations Management principles and techniques to support the delivery of the strategy of the organisation
- Use Project Management principles and techniques to support the delivery of the strategy of the organisation
- 14
- Explain how Project Management and Operations Management can be effectively integrated within organisations
- Evaluate how the implementation of these systems of management might vary between new value creation and support of ongoing operational activity
- > Generate strategy from both operational and project perspectives

Marketing Management

Marketing plays a central role in creating, managing, and delivering value across the supply chain within every organisation. In this module we examine the concept of marketing and how it operates within consumer, business-to-business, service, and public organisations. You will examine the underlying concepts and frameworks that help organisations to design appropriate strategies.

Over the past decade or so, we have witnessed significant change in the way in which customers interact with organisations. Developments in technology and data management have led to a re-appraisal of how organisations interact with customers and design relevant marketing strategies. You will address relevant strategies in key decision areas to reflect this necessary change.

In this module you will also learn how product, pricing, distribution, and promotion strategies add value.

Learning objectives:

- Understand the principles, practice, and strategic value of marketing management in different contexts: consumer, business-to-business, services, public and private sector
- Discuss the central concepts, issues, and strategic value of branding across organisational settings, markets, and territories
- Evaluate the value-creating potential, options, risks, and issues for marketing practitioners
- Identify the macro trends in digital, sustainability, globalisation, and demographic change

Describe trends and developments in marketing & brand management practice and evaluate the implications for product development, customer buying behaviour, organisational performance & strategy

 Appraise the marketing and brand management approach of an organisation and identify strategic marketing and branding initiatives to improve performance Entrepreneurial Thinking and Practice

This module will examine the entrepreneurial mindset and ways to bring creativity to bear in pursuit of new sources of value creation. You will compare attitudes and practices across national and organisational cultures.

This class will be delivered either online or in person, depending on the MBA study route.

Learning objectives:

- Differentiate between traits and mindsets and recognise the role of growth mindsets in entrepreneurial thinking and action
- Consider ambiguity and uncertainty in the entrepreneurial journey and examine your personal responses to these conditions
- Identify your personal frames of reference and appraise the impact of these on your creative thinking and action
- Assess your ability to communicate with empathy and consider how to foster trust and psychological safety to support entrepreneurial thinking and practice for yourself and those around you
- Reflect on your entrepreneurial skills, competencies and linked behaviours and how these have developed over the course of the class

Managing Value-Driven Analytics

Analytics is a key management tool to drive effective strategies in innovation, adaptability, resilience and sustainability. Analytics is also a key management technique pertinent to effective and efficient day-to-day management and strategic change.

This module will introduce you to managing value-driven analytics from the perspective of a general manager as tools that can be used to drive evidence-based operational and strategic decision-making in a modern workplace.

Learning objectives:

- Critique the potential value and practical challenges to managers regarding data and analytics, including around increasing volumes of data, increasing availability of related technology, and increasing expectations from both internal and external customers/end users
 Identify and appraise analytical
- Identify and appraise analytical approaches to support evidencebased decision making in a variety of organisational situations
- Use and critique visualisations of analysis to deliver business intelligence insights
- Create business intelligence insights via a transparent and reliable application of analytical methods for decisions facing uncertainty
- Create business intelligence insights via a transparent and reliable application of analytical methods for decisions facing trade-offs

Consulting Skills (leading to Consulting Impact Challenge)

Many MBA students wish to move into consulting careers, but the requirement for a consulting skill set transcends a particular job role. This module will support you to develop inter-personal, critical thinking, engagement and influencing skills, which will be useful in a variety of roles. This module will help you develop those skills and is assessed at the capstone stage by the Consulting Impact Challenge, where small teams will work on a live client problem in consulting mode.

Accounting and Financial Management

This module will teach you the language and methods of managerial and financial accounting. You will learn about the key processes and criteria of financial decision making.

Learning objectives:

- Demonstrate an ability to discuss, interpret and react to information in financial statements and reports
- Explain key accounting and financial management concepts and how they can be applied in the evaluation of organisational financial performance
- Appraise the strategic and operational value of accounting and finance functions to organisational leadership teams and performance
- 16
- Critique the challenges of matching actual practice to ideal standards of ethics, audit activity, regulation and compliance in organisational governance, managerial behaviours and decision-making
- Apply accounting and financial management, principles, concepts and methods in conducting a review of financial strategy, performance and governance for an organisation

Leading a Sustainable Organisation

This module will explore the nature of organisations from multiple perspectives and how to nurture a high-performance organisation by addressing structure and design, culture, politics and processes, organisational behaviour and the role of the workforce.

Organisational studies, organisational behaviour and human resource management will be examined through the perspective of sustainability. You will consider the role of the leader in setting the vision, shaping the environment and supporting change. You will also explore how to create sustainable workplaces that attract and retain talent and ensure the health and wellbeing of employees.

Learning objectives:

- Discuss the challenges in leading organisations that nurture employee health, wellbeing, commitment and high performance
- Demonstrate awareness of key concepts, considerations and methods of managing organisations through understanding and application of theory in organisational studies organisational behaviour and human resource
- Critique contemporary perspectives on organisational design, culture, politics and processes, and the workforce
- Examine theories and practical considerations relating to planned organisational change and what these mean across the four perspectives of organisational design, culture, politics and processes, and the workforce
- Understand where sustainable practice sits in relation to organisational design, culture, politics and processes, and the workforce

Strategic Leadership Development

This module will provide you with a range of learning contexts, theories, knowledge and practical tools to critically reflect on, enhance and adapt their strategic leadership practice. You will be introduced to a range of situational learning and action based approaches to help you engage with and find solutions to strategic leadership problems in the world. As a result of the module, you will develop a life-long mindset of reflection and personal and professional development.

As part of the module you will take part in a Leadership Challenge group assignment and you will also maintain a reflective diary for the duration of the class that captures your leadership learning and practice.

Learning objectives:

- Communicate an understanding of contemporary concepts and thinking in strategic leadership when applied to different organisational, cultural and international contexts
- Analyse, appraise and create ethical solutions to contemporary issues of relevance to leadership
- Exhibit improved leadership skill capability through the adaptive application of leadership concepts, styles and practices to real life settings
- Demonstrate an increased self-awareness and understanding of how one's behaviour is perceived by and impacts on others
- Formulate enhanced interpersonal and communication skills within a developing process of continuous personal and organisational development
- > Demonstrate a capacity to act ethically and with integrity in a leadership role





Responsible Organisation (leading to Boardroom Challenge)

Responsible management practice is integral to leadership. By using case study and practice informed teaching, students will engage with examples, outcomes, and limits of responsible management practice.

Being able to navigate this in the context of a boardroom is a particular challenge, and the module leads to the assessed Boardroom Challenge at the capstone stage of the programme.

Digital Transformation and Technological Innovation

In this module you will examine the role of digital disruption, digital maturity and digital initiatives in shaping organisational outcomes. You will also learn how technological innovation can create value through digital transformation.

Learning objectives:

- Develop an understanding of the organisational and institutional implications of digital disruption and digital technological innovation trends
- Analyse an organisation's digital maturity and organisational readiness to engage in digital transformation and technological innovation
- 18
- Demonstrate a capacity to innovate business processes, business models and operational approaches through the application of digital technologies and organisational change methods
- Build a personal capacity in communicating with – and educating – others about digital transformation at strategic and operational levels, and with a variety of stakeholder groups
- Demonstrate strategic decision-making, business planning and influencing skills in relation to identifying, appraising and recommending digital transformation and technological options

d Applied Strategic Management

This module aims to introduce the major strategic management concepts and theories and help students appreciate the journey undertaken for the development of strategy as well as the content of strategy at different organisational levels. This module will prepare you to transition to higher managerial roles, the responsibilities of which go beyond contributing to strategy but leading strategy and strategic change.

Learning objectives:

- Critically evaluate and interrogate strategic aspects for a range of organisations, from new ventures to those with an international agenda and portfolio of businesses
- Utilise strategy theory to identify strategic issues that need be addressed within organisations
- Generate and evaluate a range of options to determine recommendations for an organisation's strategic issues
- Justify and defend a specific outcome that a strategic analysis generates and the recommendations that are being made
- Reflect and evaluate learning from the engagement with the practice of strategy and the importance of adopting a human-centred, inclusive approach to the effectiveness of strategy activities
- Design an engaged strategy planning process to suit the needs of a specific organisational situation

Macroeconomics and International Business Environment

This module will examine various long term and important drivers of the international business environment including developments in the macroeconomy. You will develop a strong grounding in the fundamental aspects of the macroeconomy before exploring how economic shocks affect different features of the global economy, and how economic policy can appropriately respond to developments in the macroeconomy.

You will be equipped with new knowledge and a framework that you can use to assimilate developments in the external business environment and inform your current and future decision making.

Learning objectives:

- > Understand the fundamentals of the operation of the macroeconomy
- Understand the key drivers of growth in an economy (both developed and developing) and how they can shape business decisions and outcomes
- Understand key concepts of macroeconomics, such as inflation, exchange rates, etc
- Have knowledge of the different tools and objectives of macroeconomic policy including monetary policy (interest rate and exchange rate policy) and fiscal policy (government spending and taxation) and how they might impact upon individual businesses
- Understand the relevance of macroeconomics to the external business environment, and be able to develop macroeconomic scenarios which characterise the economy
- Apply methods to analyse the external business environment to understand the key drivers and their relevance and impact in an organisational context, and develop effective strategies to best respond to such trends

Economic Analysis for Strategists

Markets can often be highly complex and judgement can be clouded by this complexity. By taking an approach based on Microeconomic analysis, you will learn to undertake a rigorous and 'emotionless' approach to analysing opportunities in existing and new markets, and the potential these hold.

This provides an alternative but complementary perspective on the assessment of business activity, looking externally rather than internally, at the consequences which are influenced by the nature of demand and the behaviour of competitors.

Learning objectives:

- Understand the key influences of profit in a business: production conditions on the supply side; and the nature of demand
- Learn about a range of decisions businesses face in a market environment
- Understand the impact of market structure and competition on profitability
- Gain command of the issues associated with entering foreign markets
- Appreciate the impact of competition policy on business activity
- > Develop an ability to apply this thinking to contemporary business issues



Electives

At Strathclyde we want our MBA students to engage with the latest challenges facing business, throughout their learning journey.

One way that we enable that is by offering specialist electives. We offer a number of electives every year, all led by subject specialists, and all containing insights and learning based on the world-leading research we pursue.

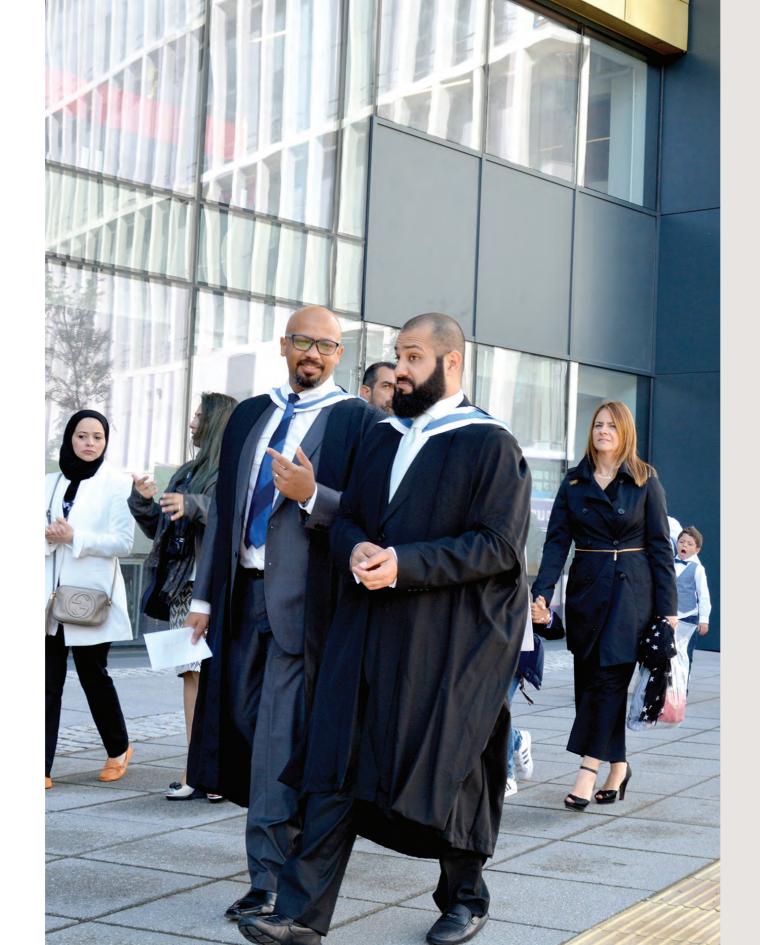
And where we think it's beneficial to our students, we also bring in experts from outside Strathclyde Business School too. The list of electives can alter year to year dependent on interest and expertise.

Recent popular electives include Project Management, Global Marketing Strategy and Developing Effective Consultancy Skills.

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Electives are run at some International centres but a highlight of the Strathclyde MBA calendar is the annual MBA Summer School which takes place in Glasgow over May and June.

The Summer School is open to all study routes of the MBA who have reached elective study stage, and is a wonderful opportunity to study your elective choices alongside a group of like-minded international colleagues.



The Consulting **Impact Challenge**

Building on Consulting Skills - and relying on active learning - you will work in small groups under time pressure to react to a client brief. Using relevant ideas, tools, and techniques from across the MBA journey, you will aim to produce insights that can generate impact.

The problems faced by clients are often messy and complex, and you will need to use team work effectively to move to a successful outcome. This learning journey is completed by engaging in reflective practice to cement learning.

Learning objectives:

- > Understand and critique the idea of consultancy and a consultancy process
- > Demonstrate mastery of methods in uncovering and analysing issues in a specific organisational setting
- Evaluate, select and apply relevant MBA models, tools and techniques to illustrate options and demonstrate potential outcomes and value add
- > Design options for improvement and make recommendations for action which address the needs of clients organisations
- > Identify and assess the impact of those recommendations for relevant stakeholders

Capstone projects and challenges

Boardroom Challenge

Building on the work done on management practice in the Responsible Organisation, the Boardroom Challenge is an opportunity for students to engage with enacting responsible management practice with particular emphasis on managing people and workplaces. You will look at the relationship between fair work and business impact, workers' wellbeing and societal trends. You will ultimately have to present your work on the impact of investments in fair work, perhaps integrating ideas from other modules, in a boardroom setting.

Learning objectives:

- > Demonstrate understanding of key theories, concepts and debates relating to responsible management practice
- > Understand and evaluate key trends associated with sustainable and responsible management practice, and reflect critically on how these practices are enacted within specific organisational contexts
- Analyse, appraise and collate intelligence on the individual/ workforce, social, environmental and economic impacts of responsible management practice, with particular reference to decent work/ fair work and workplace practice
- > Demonstrate knowledge of the factors shaping management decision-making that affects the practice and outcomes of sustainable, responsible and inclusive people management
- > Demonstrate critical thinking and reflection in relation to responsible management practice in a range of business and organisational contexts
- > Understand and evaluate the role of corporate/organisational governance in shaping/informing approaches to responsible management

MBA Project

The capstone element of the Strathclyde MBA is the project, which aims to integrate and consolidate the knowledge you have gained from across the MBA programme and allows you to examine an issue of your choice over an extended period of time.

You can opt for one of three ways to conduct the MBA project:

Research Dissertation

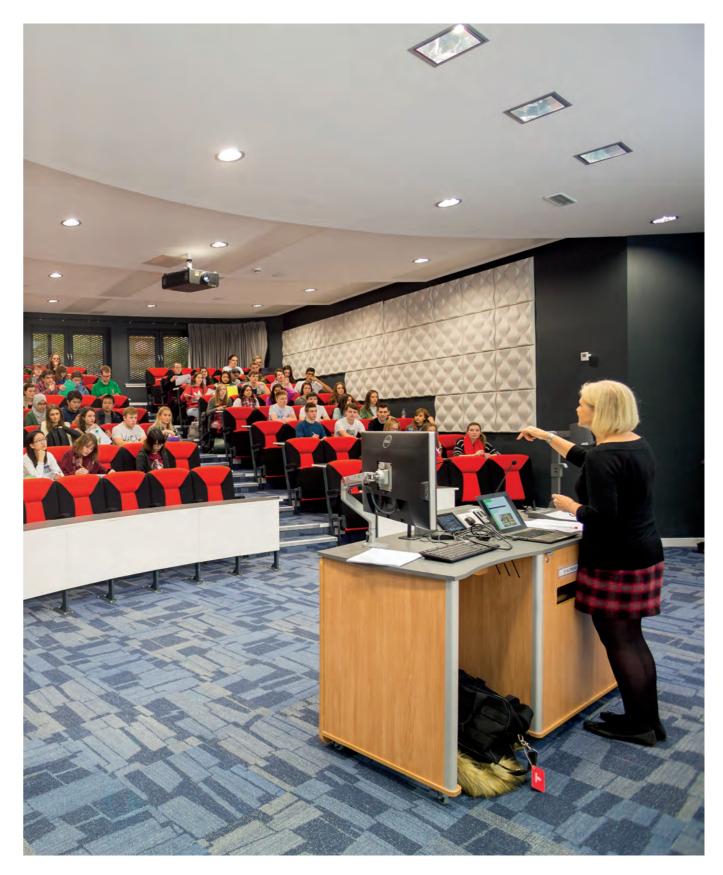
You will undertake substantial research in an area you are interested in. Adopting a traditional master's project approach, you will complete a research proposal for a piece of original management/leadership research. This will lead to a research dissertation that includes implications for practice.

Consultancy Project

With this option, you will design and lead a consultancy project leading to operational costs improvement, enhanced customer experience or transformed business model within an existing organisation or a similar approved outcome.

22 Entrepreneurial Business Plan

You have the option to undertake and develop a new business or social enterprise idea through the stages for the preparation of an entrepreneurial idea. This will include detailed relevant business artefacts including a business plan, marketing and finance projects, short and long term strategies.



Corporate engagement

An important part of learning and application throughout your MBA will be through industry and external engagement. There are various ways in which you'll engage with industry while studying:

- > Module specific guest speakers
- Client-based projects
- Mini-consulting workshops with > clients
- Career and professional development panel discussions
- > Industry Engagement Annual Conference (run with Edinburgh University and University of Glasgow)
- > Networking
- > Site Visits

This industry engagement encourages your practical learning, builds your network with experts in the field, and allows you to make connections between the academic theory and the practical application.

"I had the great opportunity to talk to the MBA cohort about leadership and organisational culture. As is the case with Strathclyde, students came from diverse gender, countries, backgrounds, age, and industries. The discussion after my talk with the students was inspiring, and the enthusiasm that they demonstrated to learn and consciously leave a positive impact on the world was refreshing."

Nada Khorchid Global Practitioner Full Time MBA 2017

Global Practitioners

At Strathclyde we recognise the pace of change in Higher Education has accelerated, disrupting traditional operating models and driving innovation in the design and experience of the learning journey.

In this shifting context, Strathclyde Business School introduced the Global Practitioner initiative - this is an organisational innovation aimed at placing practical expertise and content relevance alongside academic knowledge and intellectual challenge at the heart of a high-quality, transformative student experience.

Bridging theory and practice, Global Practitioners play a crucial role in stimulating and facilitating learning for our MBA, executive education and specialist master's students. Our Global Practitioners are a new class of colleagues from a diverse range of industries and backgrounds, reflecting the broad nature of subjects addressed in our general management programmes and the rich variety of students and colleague profiles in our learning environment.



Career support

At Strathclyde we understand that career enhancement is one of the top reasons anyone chooses to study for an MBA. In recognition of this, we have integrated careers support throughout the MBA programme and continue that support after graduation.

We draw on our many years of experience and industry knowledge from the in-house team, supplemented by top consultants who are experts in their field, to offer dedicated careers planning and development for all our MBA cohorts and unlimited access once you join our alumni.

The career management journey

Our focus is on developing long-term career management skills. As part of our career development support we offer:

- > strategies to support self-awareness, personal skills development, competency audits, and professional development needs
- CV building, interviews, assessment centres, social media and online branding

Our virtual careers community

All students and alumni become part of our global careers community through access to our Career Management Site, where there is a wealth of information and resources, alerts, and information on jobs and events.

Careers Post-Graduation – where our students go

Over the last three years, an average 92% of our full-time students had jobs or a job offer 3 – 6 months after November Graduation. Examples of companies hiring our students over the same period include:

- Thermo Fisher, Accenture and > IP Morgan in the UK
- Samsung in SE Asia and Latin America
- TATA, KPMG and Halliburton in India
- Cognizant and Moody's in the US >
- > Nova Asset Management and Pandora Jewellery in SE Asia

- - advice on core career skills such as







Our approach to learning

Undertaking the Strathclyde MBA is not simply about gaining an internationally recognised qualification, it is about joining a community of experienced executives who share a desire to develop their practice on a continuing basis.

We see our task as facilitating this development through and beyond the MBA. Our commitment to this approach is reflected not only in the course itself, but in the people we recruit, the approach to learning, the information resources and services available to you and the way we work with alumni. Wherever you undertake our MBA, Strathclyde academics lead your class giving you the opportunity to discuss issues and learn from their expertise.

Building a learning community

The foundation stone of our learning community are the people who join the course. In recruitment our guiding question is 'what does this person bring to our learning community?' The qualities we look for in candidates are experience and a hunger to explore existing practice.

An innovative approach to learning

We believe strongly that experienced managers deserve an approach to learning that reflects their skills and knowledge. This starts with the learning materials. While the standard textbooks we provide cover the generality of subjects, we also supply bespoke core learning materials targeted towards the needs of managers. These texts are written by the teams who deliver the course and draw upon their collective experience as managers and consultants. As a result these materials reflect the latest thinking while integrating across the course. All of our students will have an in-person experience with the Strathclyde MBA and our approach is to ensure that students make the most of these in-person sessions supplemented by additional virtual learning experiences.

All of our MBA study routes, wherever in the world you are based, are fully supported by a dedicated online learning resource. This virtual learning environment comprises web pages and tools that deliver learning materials and activities designed to enhance and support your learning. MBA students will engage with the learning material prior to any in-person class by preparing in advance, making themselves thoroughly acquainted with the high quality digital learning material before any classroom participation. Our focus is for you to use that learning in practice with your peers to maximise your learning. The MBA class sites will give you specific details about the class including assessment details, lecture notes, and further reading.

It also has discussion forums for you to interact with both your lecturers and your class-mates.

We also emphasise a learning process in our classes that maximises the opportunity to question and debate current thinking. Unlike other schools we do not over-emphasise the historical, paper-based, case study approach preferring, wherever possible, to concentrate on current issues facing organisations. This provides the basis for jointly exploring business issues both with your peers and with academics.





MBA study options

The Strathclyde MBA is a very flexible programme. We offer a variety of study routes, allowing you to choose a programme which suits both your work and/or personal circumstances.

Should your circumstances change during your study, or should you want to vary the way you complete your Strathclyde MBA, we also allow our course members the opportunity to transfer to a different study route, even if that means studying in a different country!

While each of our study routes has differences in how they are delivered, you can be assured that no matter where and how you study for your Strathclyde MBA, all students follow the same programme.

These alternative ways to study for your Strathclyde MBA are explained in greater detail on pages 30 - 36. **Full-time** • Glasgow

Strathclyde Executive MBA • Glasgow Weekend classes over a two-year period

12 months intensive study in Glasgow

Strathclyde MBA • International

Study your MBA locally in Malaysia, Bahrain, UAE, Oman. Weekend and evening classes over a two-year period

The Strathclyde MBA Full Time

The Full-time MBA – an international experience

If you choose to study your MBA full-time over 12 months you can expect a stimulating experience. Your year with us is an opportunity to stretch yourself to the maximum, to be challenged and inspired by the faculty and your colleagues and to make lasting friendships around the globe.

At the end of the year you will emerge a different person, confident in the knowledge that you have gained skills and abilities to help you realise your career aspirations. Studying full-time allows you the opportunity to focus on the course rather than trying to juggle study and work.

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full-time

Special characteristics of the full-time programme

The full-time course is 12 months: ten months participating in classes, group-work and professional development processes, and two months completing the MBA project. The full-time course allows you to take time to embark on life planning and in many cases reinventing or re-planning your career. In the early stages of the course there are a number of classes designed to identify your personal strengths and weaknesses. This is critical as it ensures you use your assets to full advantage while strengthening your weaker areas. The course is intensive and relies heavily on teamwork throughout encouraging co-operation rather than competition. Within teams, your own expertise and experience is an essential and a valued part of the distinctive character of the full-time MBA.

We offer an international study tour as an integral part of the full-time programme. Our Leadership Series also offers high level guest speaker and networking opportunities.

As the full time MBA route of study is normally undertaken by those individuals changing careers or considering starting up their own business, the programme has a more formal, integrated careers and professional development programme. Details of this can be found on pages 24 – 25.

"When I was enquiring about the MBA programme, I felt Strathclyde was a good fit with what I wanted... It really reframed my thinking on who I was and what I have done so far and what I wanted to do."

Pilar Amieva Full Time MBA

Benefits of the full-time programme

Since we require a minimum of three years' work experience you will find that your classmates have a wealth of experience, a powerful resource that will prove invaluable. Students typically come from a wide variety of industries, public service and voluntary agencies. This means that a wide range of experienced professionals have developed their skills through the full time MBA. Typically this has included the accounting and financial managers, consultants, engineers, IT specialists, and marketing managers that you might meet on many MBA programmes, but also some people with very different perspectives, such as medical professionals, civil servants and military officers.

This professional diversity is complemented by a multicultural peer group; interaction between academic staff and class-mates is encouraged, making the overall MBA experience highly participative and engaging.

Profile Full-time MBA



Vijay Venkoba Rao Stephen Young Scholar With a PhD in Chemistry, taking the leap back into academia for an MBA after completing a PhD was a decision I approached with caution. The prospect of moving beyond the familiar realm of science was both exciting and daunting. However, driven by a desire to broaden my perspective and expand my leadership capacity, I ultimately decided that an MBA was the natural next step, not only for my career but as a journey of personal growth.

Strathclyde was the ideal place to pursue this vision. Known for its focus on leadership development and its collaborative ethos, the university offers an environment that nurtures growth both academically and personally. Receiving the Stephen Young Global Leader Scholarship was pivotal in alleviating financial constraints, allowing me to fully commit to this intensive programme. Beyond financial support, the scholarship felt like a powerful recognition of my previous work and efforts, affirming that good work never goes unrecognised. Strathclyde's inclusive and inspiring culture made me confident in my decision to study in the UK, a destination renowned for academic excellence.

The MBA programme at Strathclyde exceeded my expectations. Each module contributed to a cohesive journey that pushed me to think critically and strategically. A highlight of the programme was the Capstone project, where I chose the consultancy route and developed a comprehensive marketing and sales strategy for an analytical science solutions company entering an emerging market. Applying my MBA learnings in a real-world context was immensely rewarding, and receiving the MBA Dean's Commendation Prize for this project was a proud moment that affirmed the value of the skills I had gained. Through intensive coursework, I honed my analytical thinking, project management, and collaborative skills, each critical for leading projects and teams effectively in complex environments. This experience

has fundamentally reshaped my approach to problem-solving, reinforcing the importance of strategic foresight and adaptability in driving sustainable solutions.

The programme also featured unique elements that set it apart, such as the Scenario Planning exercise, which offered profound insights into managing uncertainty in today's VUCA (Volatile, Uncertain, Complex, Ambiguous) world, a rare and invaluable component in MBA curricula. Additionally, the Entrepreneurship module expanded my understanding of innovation and leadership in dynamic settings, reinforcing my confidence in tackling business challenges. Beyond academics, the Global Practitioner Programme and various initiatives like Strathclyde Inspire and the Innovation Challenge enriched my learning experience. Engaging with industry leaders, guest speakers. and alumni broadened my perspective, offering real-world insights that helped me envision my own career path with clarity.

One of the most rewarding aspects of the MBA year was connecting with my classmates. The diversity of professional backgrounds and cultures created a dynamic environment where I continuously learned from others. Being surrounded by such inspiring future leaders was energising and gave me a sense of camaraderie that made the journey all the more memorable. The Strathclyde community, both teaching and non-teaching staff, offered incredible support, guiding me beyond academics and helping me grow as a leader.

The programme equips you for the complexities of the business world while nurturing a purpose-driven, ethical approach to leadership. Strathclyde creates a supportive yet challenging environment, encouraging you to grow both professionally and personally. For those aiming to make a meaningful impact and refine their leadership skills, this MBA programme is the perfect foundation.

The Strathclyde MBA Executive MBA (part time) Glasgow

Executive MBA (part time) Glasgow – a Scottish networking experience

We recognise that the commitments of working managers mean they require a programme that fits around their careers. Strathclyde's Executive MBA Glasgow is designed for busy executives who need to combine career and family commitments with the demands of MBA studies. The flexibility of the part-time approach enables most participants to graduate within two years. However, study may be spread over a longer period if necessary, to a maximum of six years.

Typically your studies will be made up of:

weekend intensive seminars delivered at the Business School in Glasgow, students can expect to attend around 7 or 8 of these scheduled classes per year if following a two-year timetable.

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 off-campus learning and support facilitated by our virtual learning environment. You'll work in an international environment alongside like-minded classmates and be part of our long-established network of students and alumni from our international postgraduate centres.

A major strength of the Executive MBA lies in the immediacy of the relationship between managerial practice and the course. Students of the Executive MBA bring to their classes and groups the issues they deal with on a day-to-day basis and in-depth knowledge of current practice in their industry. Through the course materials and discussion with their peers they take back into their work situations insights that reflect the cross-disciplinary nature of the course and the contextual richness of those taking the MBA. This dynamic brings great value to course members and employers alike as new possibilities and ways of working are opened up at both an organisational and personal level.

Executive MBA study gives you the opportunity to get to know people from a broad spectrum – previously, the programme has had representatives from sectors such as financial services, oil, pharmaceuticals, IT and retail as well as public and not-for-profit organisations. This provides course members with the unique opportunity to establish a powerful network.

A highlight of the Strathclyde calendar is the annual MBA Summer School which takes place in Glasgow, typically over May and June. The summer school is open to all study routes of the MBA who have reached the elective stage of the programme. It's a great way to accelerate your studies and network with a large group of international colleagues.

There are two intakes per year for the Strathclyde Executive MBA in Glasgow, in October and April.

Profile Executive MBA Glasgow



Lisa Paton

While I had gained significant experience in industry, I realised I wanted to develop a broader strategic perspective and enhance my leadership skills to support my continued career progression. The MBA felt like the right step to not only gain theoretical insights but also apply them to real-world business challenges.

I chose Strathclyde because of its excellent reputation as a business school and for its practical and innovative teaching methods. The programme stood out to me for its strong focus on leadership, strategy, and entrepreneurship. Additionally, the international accreditation and the flexibility of the programme made it a perfect fit for balancing family, career, and studies.

The programme was very well-structured and engaging. It provided a mix of academic rigour and practical application, making it highly relevant to real-world business situations. I appreciated how the curriculum was designed to challenge conventional thinking and encourage innovation.

For me, the strategy modules were particularly impactful. They provided models and frameworks to think more critically about organisational growth and decision making. Additionally, the focus on entrepreneurship helped me to understand what's important at an early-stage business.

The programme included incredible opportunities to learn from guest speakers who were leaders in their fields.



Their real-world insights gave me a deeper understanding of the practical challenges businesses face today, in particular from those who are well versed in leading companies at various stages.

I really enjoyed collaborating with peers from diverse professional backgrounds, which broadened my perspective, and completing a group consultancy project that addressed a real business problem. These experiences pushed me out of my comfort zone and helped me grow both personally and professionally. I would also say that the sense of achievement I felt from submitting my final project was even greater than I expected!

Balancing work, home life and studying was challenging at times, but the flexible structure of the Strathclyde MBA made it manageable. I found that staying organised and communicating openly with my employer and family were key to maintaining a balance. While it required some sacrifices, the skills and knowledge gained made it worthwhile.

The course is exceptionally insightful but what truly stood out to me was the outstanding support structure provided by the University. The Business School team went above and beyond to ensure I not only completed my degree successfully but did so with a strong sense of encouragement and empathy throughout the journey. Their dedication to student success was remarkable. For anyone considering an MBA, Strathclyde provides an exceptional experience that is both challenging and deeply rewarding. I couldn't recommend it more highly.

The Strathclyde MBA **Executive MBA** International

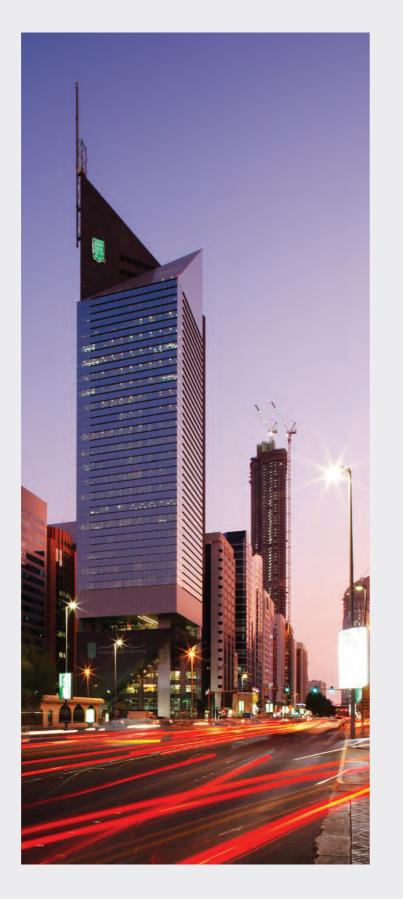
Strathclyde Executive MBA – International

The Strathclyde MBA has been available outside the UK since 1988, with thousands of course participants now graduated and hundreds more currently studying in their own country. This success is due to the flexible learning delivery structure developed with local partners.

Our partnership agreements ensure that our international bases mirror the high standard of teaching facilities and resources you would expect in a leading business school. While we maintain full control of admissions, academic teaching and programme delivery, our partners provide full administrative support and are on hand to deal with your everyday needs as you progress through your studies.

The Strathclyde MBA has many study routes, but the executive MBA you study via one of our international centres is exactly the same programme as you would study in Glasgow, and the academics who deliver the core elements of the programme in your country also deliver the MBA in Glasgow.

The programme format is especially designed for busy executives who need to combine career and family commitments with the demands of MBA studies. The flexibility of the part-time approach enables participants to graduate within two years.



Profile MBA in UAE by executive (part-time) study



Amr Hassan, UAE

Before pursuing my MBA, I was working at a small company where I realized that I had the potential to grow in a larger organisation. I decided to enrol in the MBA programme to enhance my skills and broaden my professional network, which I believed would help accelerate my career development.

Among the many options available, Strathclyde University stood out due to its highly regarded MBA programme that uniquely blends theoretical knowledge with practical applications. Its reputation as a leading institution in business education, combined with competitive tuition fees, made it an attractive choice for me.

The programme provided a comprehensive overview of various business functions, including finance, accounting, strategy, and marketing and a lot more. I appreciated the curriculum's depth, which encouraged critical thinking and business practice.

Strathclyde is particularly known for its strengths in strategy and sustainability. The modules offered in these areas were instrumental in helping me understand how to navigate different industries and leverage strategic insights in practical scenarios.

The university hosts a variety of events and guest speaker sessions, providing invaluable networking opportunities with alumni and industry professionals. These engagements fostered a strong sense of community among students and graduates.

One of the standout experiences was participating in COP28 which took place in Dubai, where we contributed scientific insights aimed at transitioning away from fossil fuels. The workshops emphasised the critical importance of green energy and aligning with the Paris Agreement's temperature goals, which were truly inspiring.

Balancing work, study, and personal life was challenging at first, especially as I aimed to dedicate time to family. However, I adopted effective time management strategies that allowed me to maximize productivity and made me fully engage in my studies while maintaining commitments to my family and personal well-being.

I highly recommend the Strathclyde MBA due to its triple accreditation, which positions it among the best in the world. Additionally, the programme's recognition by UAE higher education authorities enhances its credibility. The MBA programme's ranking globally is a testament to its quality and the value it offers to students seeking to advance their careers.

The Strathclyde MBA is offered on an executive (part-time) basis through our international partnerships in:

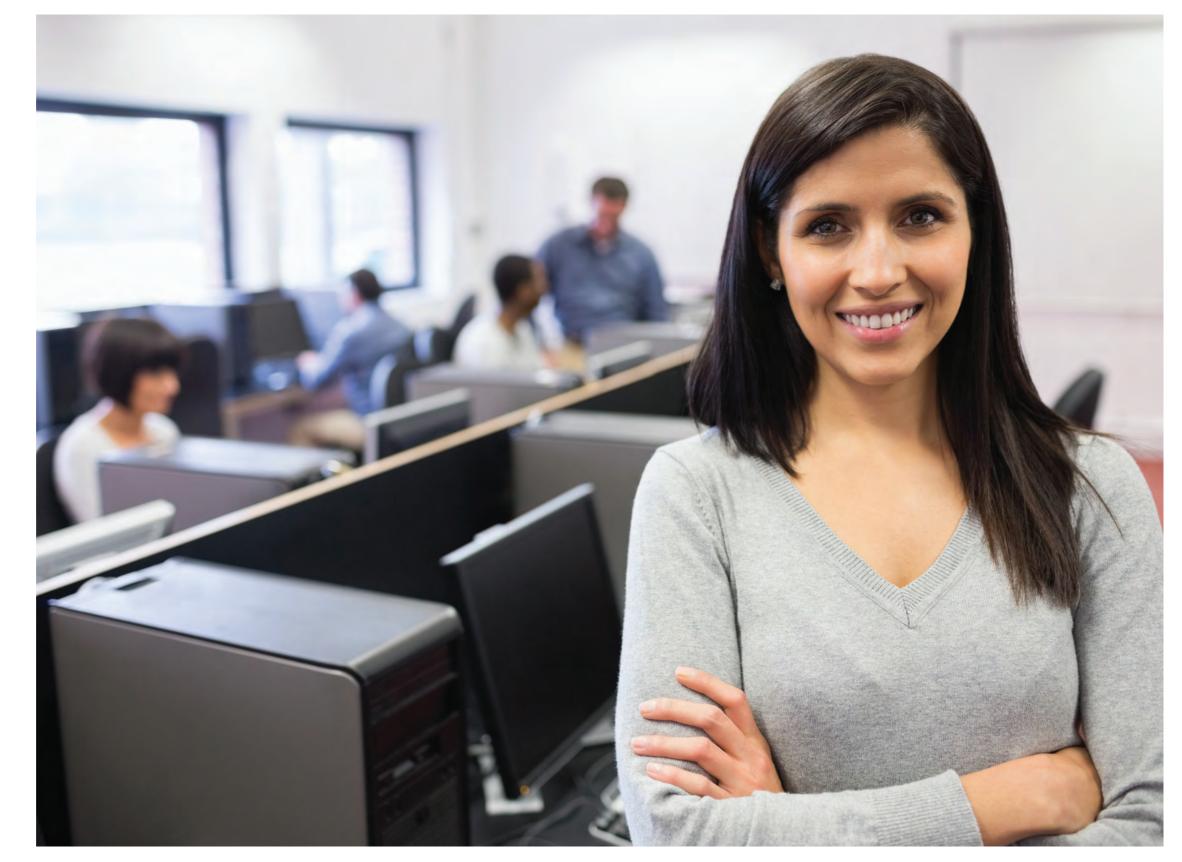
Bahrain		
Malaysia		
Oman		
UAE		

Further details of the above centres are available on our website.

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"I feel like the MBA is giving me a whole range of skills, knowledge and accumulated business acumen that will propel my career. The Strathclyde environment is one which is positive and supportive."

Ryan Joshua Mahindapala Executive MBA



General information and admissions

Assignments

Assignments are clearly outlined in your course handbook and will be available on your digital learning environment.

How much does it cost?

Details of fees are available online and via our international centres.

How do I pay?

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Sponsoring companies are asked to pay tuition fees at the beginning of each academic year.

If you are paying your own fees you might wish to take advantage of a scheme allowing you to pay by instalments. Prodigy finance offers loans to UK nationals and international students studying an MBA at Strathclyde Business School. Conditions apply for further information visit: www.prodigyfinance.com

How do I raise the funds?

The Strathclyde MBA Programme is a well-recognised qualification among international, national and local employers. On average, 50% of course members on the part-time routes obtain full or partial sponsorship from their employer. For course members funding themselves, there are a number of ways of securing funding. Details of how to find out about available scholarships are shown below.

Association of Masters of Business Administration

Students are eligible to join AMBA after enrolment on an MBA course.

Scholarships and funding

Each year, the business school provides a range of scholarship opportunities for those students who are self-funding their MBA studies. Self-funding status means that fees are paid for by a student's own means. If a student is in receipt of funding or a scholarship from an organisation such as the British Council or a corporate body, then it is unlikely that they will be eligible for financial assistance via our scholarship schemes. For further details refer to: www.strath.ac.uk/mba/scholarships/

For details of other funding opportunities please contact the MBA admissions office.

Accommodation

The University has a large student village with a variety of accommodation both on-campus and nearby. All successful applicants for the full-time programme will be sent on-campus accommodation details. Glasgow also has a large private rental sector. Our admissions team would be happy to provide you with further details.

Assessment

Your MBA studies are formally assessed using a variety of individual and group based methods – for example, individual portfolios, business reports, and presentations. Ultimately, depending on your choice of capstone project, your final assessment will be a significant piece of individual or small group work. You will also receive various types of feedback throughout your MBA studies. Details of the assessment type and the type of feedback you will receive will be shared in every module.

Flexibility of study choice

We offer you the flexibility of transferring between various study routes, and to undertake units or modules from different routes. For example, Executive MBA students can catch up with missed work by taking part in selected modules of the full time programme. Full time MBA students who miss out on elements of the programme for whatever reason can also take advantage of Executive MBA seminars.

Please note that course members wishing to take classes on routes other than the one they are registered for may be subject to additional fees. In addition, while we do our best to meet your requirements wherever possible, such requests are subject to availability.

Keeping you informed

Our comprehensive website at www.strath.ac.uk/mba/ provides additional information and should answer most of your questions.

If you would like to discuss the programme with a member of the admissions team or the MBA administrator, please contact us. We would be happy to show you around the school and introduce you to some of the faculty. SBS and our international partners regularly hold MBA information sessions at all our centres. In addition, we attend international recruitment events throughout the year.

For further details on any of the above, please contact the admissions team on:

T: +44 141 553 6118/9 E: sbs.admissions@strath.ac.uk



Course dates and applications:

Full-time MBA Glasgow

MBA programme starts during September and January

Executive MBA (part time) Glasgow

There are intakes in October and April

Strathclyde Executive MBA International

There are two intakes at each of our international centres in April and October

We advise you to apply as early as possible since places on most study routes are limited.



As you might expect, our selection process is designed to identify talented professionals from a wide range of academic, business and cultural backgrounds who might gain from, and contribute to, our learning community.

As a result, while there are formal requirements for entry listed below, our concern is with the potential of individual candidates, their interpersonal and teamworking qualities and the range and nature of their managerial experience.

In order to assess these skills we ask you to complete a number of essays outlining your experience and aspirations along with references supporting your work experience and academic record.

On the majority of study routes you will be expected to undergo a formal interview. We'd encourage you to contact the school or centre you are applying to and to ask as many questions as you need to clarify your decision.

Competence in English

The MBA programme is highly interactive and therefore requires a high level of competence in English speaking, writing, reading and understanding. A well balanced minimum score of 6.5 in IELTS or equivalent is required for those applicants whose first language is not English. We may consider applicants who fall slightly below these standards if they are willing to undertake pre-sessional study.

The application process

Applications should be made online at www.strath.ac.uk/mba/. Completed application forms are considered by the Admissions Committee as they are received. You are therefore encouraged to submit your application form and all the supporting documentation as soon as possible. Once all the requisite details are with us you should receive a decision within two weeks of application.

Qualifications and experience

For entry to the MBA programme:

> A first degree is essential and applicants must be at least 24 years old, have a minimum of three years' postgraduate managerial/ professional experience and be able to demonstrate career progression. Applicants without a first degree but who can demonstrate 10 years of appropriate experience will be considered.

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"The Strathclyde MBA was a transformative experience for me. The programme's holistic approach to business education connected with my desire for a thorough learning experience. Each course was designed not just to impart knowledge, but to challenge our preconceptions about what business can and should do in the modern world."

Sarah Pereira Full time MBA

Alumni engagement

Investing in an MBA goes beyond your academic studies. We want to ensure that you see a return on your investment that grows over time after graduation. With a dedicated member of staff on the MBA team working on external engagement as well as the central university alumni office, there are numerous ways to experience your alumni journey.

As an alumnus you will join an alumni base of MBA graduates spread across the world not to mention the wider University of Strathclyde alumni base of over 150,000 graduates.

Once registered, you can stay informed on current business issues, SBS news, alumni events via our website, and newsletters. This site also gives you access to a careers portal and a variety of business databases.

Within the MBA programme, you can get involved, give back, and continue your learning in the following ways:

- Electives MBA alumni are eligible to undertake one elective per year for three years after graduation, subject to availability
- > Guest speaking

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- > Module design and feedback
- > Focus groups
- > Student projects/assignments
- > Mentoring training and opportunities
- > Panel discussions
- > Learning circles on areas of interest
- > Virtual events surrounding the latest topics





Further information

For general information on the Strathclyde MBA programme or any of our other programmes please contact us at:

Marketing and Student Recruitment University of Strathclyde Business School 199 Cathedral Street GLASGOW G4 oQU

T: +44(0)141 553 6118/6119 E: sbs.admissions@strath.ac.uk

www.strath.ac.uk/mba

CONTACT US

For further information on the programme or any aspect of applying, please get in touch:

sbs.admissions@strath.ac.uk +44 (0)141 553 6118 / 6119



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