

1. The MSc Strategic Planning

The MSc Strategic Planning degree is based on the Strategic Focus Wheel. This concept expresses the way organisations focus their efforts and resources on delivering their intended strategic objectives by using four elements; Strategic Planning, Making Strategies Work, Project Management and Strategic Risk Management. These elements and Competitive Strategy are the core courses of the degree.

- **Strategic Planning** examines issues related to identifying the strategic options available to an organisation and selecting the most appropriate.
- **Making Strategies Work** is concerned with the processes, which connect the high-level strategic plan to the day-to-day activities critical to its delivery.
- **Project Management** identifies the various means of ensuring completeness and control over physical realisation of the chosen strategy.
- **Strategic Risk Management** deals with issues related to identifying, monitoring and managing the risk profile of the organisation. Major changes in the organisation's profile will result in the need to revise risk strategies. Four main risk areas are covered: strategic risk, change risk, operational risk and unforeseeable risk.
- **Competitive Strategy** provides a unified and integrated framework to assist in the process of strategy formulation.

2. Core courses

The core courses are summarised below. For more detailed information about the courses, you should consult <http://www.ebsglobal.net/programmes/course-tasters>.

Competitive Strategy

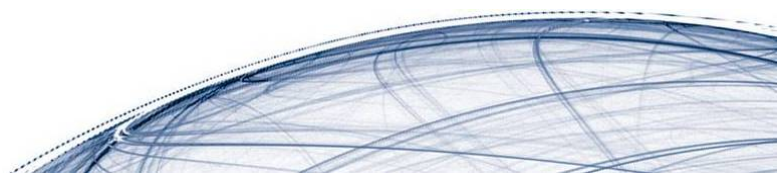
Neil Kay

Competitive advantage is the basis for superior company performance. Organisations often have to nurture an evolving competitive advantage system in order to allow it to perform successfully against the competition over a period of time. The organisation has to be able to identify and analyse the advantages it has and use them to achieve superior performance. The course includes organisational structures, competitive advantage, value management and value engineering.

Making Strategies Work

Alex Roberts, Andrew MacLennan

This course concentrates on the implementation phase of strategic management. The successful achievement of strategic objectives builds on successful strategic planning with implementation, and day-to-day activities that align the resources of the organisation with the strategic intent. The implementation phase requires a series of complex monitoring and control tools which act to align the resources of the organisation with the strategic intent.



Project Management

Alex Roberts, William Wallace

Implementing organisational change can be visualised as a project with time, cost and quality trade-offs. Project management tools and techniques are essential in keeping change processes on track. If you don't realise that organisational processes are actually projects, you may get nasty surprises when things turn out unexpectedly. Rigorous project management techniques will not solve all problems but they do clarify the process of achieving the project's goals.

Strategic Planning

Alex Scott

The major problem facing chief executives is to make sense of a spectrum of information and apply appropriate tools and techniques in driving an organisation through a complex and continually changing competitive environment. The complexity of real life can be structured as a process involving objective setting, analysing competitive positioning, choosing a strategy, implementing it and adapting to feedback over time. Clearly all of these steps are crucial and organisations succeed or fail depending on the robustness of their strategic processes. This means that there are no easy answers to strategic problems and the solutions offered by business gurus can be seen for what they are: popular appeals to intuition which are largely devoid of any conceptual or empirical basis. Strategic planning is above all about thinking effectively and using the strategic process approach requires a sound understanding of other disciplines.

Strategic Risk Management

Alex Roberts, William Wallace, Neil McClure

This course considers how to manage risk. Risk is necessary for innovation and opportunity and it can be a great source of competitive advantage. However, it can be dangerous depending on the degree of exposure of the organisation. The solution is to manage the risk. The course explores appropriate assessment and management systems and how to monitor and correct these systems as necessary until the process is complete.

3. The elective courses

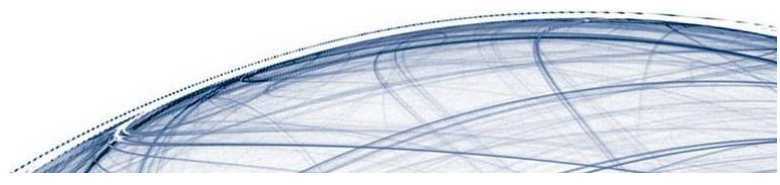
You can choose from a range of electives in order to assemble the prescribed final number of courses required for the MSc. You are required to complete 4 electives. At what stage and the order in which you study the elective courses is a matter of personal preference. The electives allow greater depth of study in areas related to the core elements. These courses have been designed to reflect and build on the core strategic courses. The electives build on the Strategic Focus model with its concentration on strategy, implementation and management processes. The subjects of the electives have been chosen to elaborate vital contemporary issues of concern to those who operate at the highest level.

You are encouraged to use your choice wisely. Following personal interest is clearly desirable. You may wish to emphasise those electives of immediate interest to your work. A long term view rather than a short-term benefit should guide the choice. The available electives are:

Alliances and Partnerships

Alex Roberts, William Wallace

Organisations are increasingly making use of alliances and partnerships. Organisations can provide individual resources and strength areas and work



together to improve effectiveness. The course will consider such issues as the theory of alliances, how to form alliances, identify tensions, seek reconciliation of objectives and manage relationships. It also examines implementation processes.

Corporate Governance

Katherine Vagneur

The modern corporation operates within an ever changing framework of law and is subject to the direct control of the Board of Directors. The Board must ensure the law is adhered to while simultaneously ensuring that strategies for long term success are set and implemented but doing both successfully can be very difficult to achieve. It is therefore necessary to achieve a balance and alignment among external and internal controls, risk management and competitive behaviour.

Leadership

Tony Berry, Richard Bunning

Organisations are about teams so leadership is an essential attribute in any management scenario. This course examines leadership theory from basic principles up to full models of current understanding. This course considers such topics as the theory, traits and characteristics of leadership. In addition, communication, team development and styles are part of the course.

Mergers & Acquisitions

Alex Roberts, William Wallace and Peter Moles

It is well known that mergers and acquisitions rarely result in an effective outcome in terms of creating shareholder value. So why is it so difficult? There are three answers to this. First, organisations need to be clear about their strategic fit. Second, the price paid is often too high in the sense that potential gains are included in the bid. Third, the change processes necessary to achieve successful integration are typically not identified up front.

Research Methods in Business and Management

Devi Jankowicz

This course equips you with the research skills and knowledge to conduct the primary and secondary research which is necessary for a Masters level project in business and management.

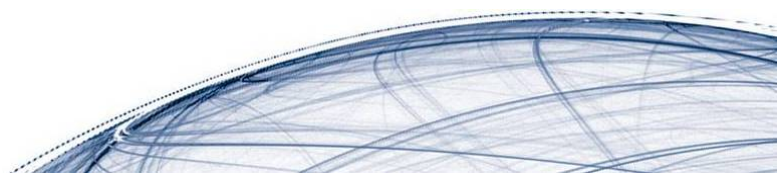
Strategic Negotiation

Gavin Kennedy

Negotiation competence is much more than a skills enhancement process, covered in the MBA 'Negotiation' elective. It involves considerations of the strategic context and is dealt with fully in Strategic Negotiation. Starting from an organisation's business objectives, negotiation objectives are derived to produce a comprehensive Management Agenda, to be used to plan, conduct and execute high value, complex, multi-party and multi-level negotiations and manage difficult change agendas.

4. Course Order

It is recommended that your study programme starts with **Strategic Planning** which provides a fundamental basis for the overall programme aims and objectives. **Project Management** can be studied alongside Strategic Planning; these two courses together with **Strategic Risk Management** and **Making Strategies Work** provide the core elements for strategy formulation.



Competitive Strategy and the elective courses in Mergers and Acquisitions and **Alliances and Partnerships** constitute the strategic environment theme. The remaining electives in **Corporate Governance**, **Leadership** and **Strategic Negotiation** provide the theme of strategic operations.

Stage 1 – Strategy Formulation

Strategic Planning
Project Management
Strategic Risk Management
Making Strategies Work

Stage 2 – Strategic Environment

Competitive Strategy
Alliances and partnerships
Mergers and Acquisitions

Stage 3 – Strategic Operations

Corporate Governance
Leadership
Strategic Negotiation

5. Awards

MSc Strategic Planning

After successfully completing nine courses including all core courses and four electives you are eligible for the award of MSc Strategic Planning. In this context '*successfully complete*' means pass all the examinations. This award is also subject to the conditions that you be matriculated onto the programme, pay all due fees and comply with all other Edinburgh Business School and University requirements.

Postgraduate Certificates and Diplomas

The MSc Programme is structured to allow the greatest possible flexibility. You have the opportunity to receive interim qualifications en route to the MSc, the Postgraduate Certificate in Strategic Planning and the Postgraduate Diploma in Strategic Planning.

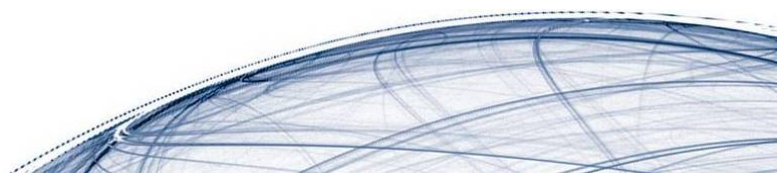
To be eligible for the award of a Postgraduate Certificate in Strategic Planning, you must:

- be matriculated;
- successfully complete Strategic Planning plus two core courses.

A maximum of one exemption or credit transfer will be permitted for the award of the Postgraduate Certificate. Eligibility for the award of a Postgraduate Certificate includes the ability to matriculate to the MSc.

To be eligible for the award of a Postgraduate Diploma in Strategic Planning, you must:

- be matriculated;
- successfully complete the five core courses plus one elective.



A maximum of two exemptions or credit transfers will be permitted for the award of the Postgraduate Diploma.

6. Guidance Notes

The following is a brief guide to the regulations of the MSc programme. The Regulations and Ordinances of the University are updated on a regular basis. The internet editions, available at <http://www.hw.ac.uk>, replace all previous editions.

Registration (Matriculation)

To qualify for matriculation, you must hold at least one of the following qualifications:

- First or second class honours business or management degree of Heriot-Watt University, or other University or institute of higher education, recognized by Heriot-Watt University
- Meet the requirements for the Edinburgh Business School Postgraduate Certificate in Strategic Planning by obtaining passes in three core courses, one of which must be Strategic Planning
- Another qualification deemed by Senate to be acceptable

You are advised to download the matriculation form from [Student Services](#) upon commencement of your studies. Please complete the form in full and return it to the School, together with one current passport sized photograph. Please note that someone of standing in your community must certify the form. Edinburgh Business School scans the photograph into its computer systems, for use on your examination details letter. It is therefore essential that the photograph which you submit is clear and of good quality.

If you are applying for matriculation on the basis of previous qualifications, you must also submit certified photocopies of the qualification that you consider relevant.

If you are not eligible for immediate registration, your application will be held on file and you will be enrolled when you complete three core courses, at least one being Finance.

Student ID & Registration Numbers

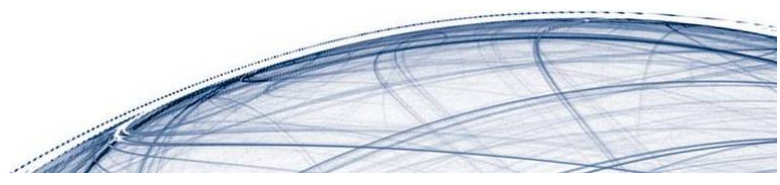
Upon commencement of the programme you are allocated a Student Identification number (SID) and a Registration Number (RegNo). These numbers are unique to you and will remain with you for the duration of your studies. You should use your SID in all communication with Edinburgh Business School and its partners. The numbers are also used as access codes to the [Course Website](#) and [Student Services](#).

The SID number is used as a username for both websites. You will need to use the last 5 digits of your Registration number as your password for the Course Website and the full number as your password for the Student Services site.

Credit transfers & Exemptions

Guidelines on the award of exemptions and credit transfers are available [online](#).

Heriot-Watt MBA Alumni are permitted a maximum of four credit transfers for courses completed in the MBA and which form part of the MSc programme.



Exemptions from specific core courses may be granted to holders of recognised academic or professional qualifications if they are of degree level and if they have been obtained by examination. Exemptions will be awarded if holders of approved qualifications can provide evidence of comparability of course content. There is no provision for exemptions from elective courses.

Professional qualifications, obtained by examination, within 5 years of application, may lead to exemptions. For example, PMI members may be eligible for an exemption in Project Management.

Eligibility for exemption is based on academic achievement only, not on work experience. If you wish to apply for an exemption you should download and complete the Exemption Application form and send it with supporting documentation and required fee to Edinburgh Business School, the sole authority on this matter. Where Edinburgh Business School rejects an application for an exemption, the fee paid is used to cover the examination fee in the relevant course.

Examinations

Each course is assessed by formal examination. The assessment of each course is derived entirely from your performance in a single examination lasting 3 hours. To complete a course successfully you must obtain at least 50% in the examination.

All examinations are subject to rigorous scrutiny by both Heriot-Watt University examiners and by external examiners from other leading UK universities.

To help you prepare for the examinations 10 recent past-papers, examiners solutions and selected student answers are made available in each [Course Website](#).

Use of Calculators

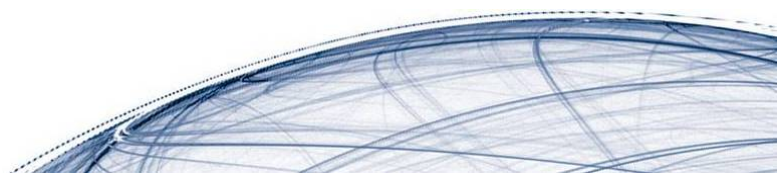
Edinburgh Business School does not supply calculators for student use in examinations. However, the use of calculators is permitted, provided they are University approved models. Students are not permitted to bring into their examinations any calculators that have storage (other than basic memory functions), programmable or graphical functions. The majority of calculators, which are programmable, have the suffix "p" after their name. Likewise, any calculator with the suffix "g" at the end will not be permitted. Invigilators have been instructed to confiscate any calculators that are not permitted.

Examination Centres

The University holds examinations for all courses in June and December at more than 350 examination centres, located in over 140 countries, worldwide (major diets). Centres are not fixed in advance but are arranged in response to students' requests at the time of application. Whilst some travel may be required, the University endeavours to arrange examinations as near to the locations requested by students as is practical, on a worldwide basis.

In March and August, minor diets of examinations are offered in selected subjects in a small number of examination centres.

The full examination timetable is available from the [Student Services](#) website.



Special arrangements

You are permitted to record your answers by an appropriate alternative means approved by the School if you suffer from a disability that, in the opinion of the School, prevents you from completing an examination paper in writing. You are allowed extra time in which to complete your examination if you suffer from a disability that, in the opinion of the School justifies it. You must contact the School in advance of the exam deadline providing certified copies of medical evidence confirming your particular disability.

Examination applications

The deadline dates for examination applications are 1st March & 1st September for the June and December major diets respectively. The deadline date for the minor diets in March and August are 7th February and 24th July respectively.

If you have purchased a course the home page of the Student Services website will offer you the option to 'Apply to sit an Exam' in that course. Clicking on this option will open an electronic form you complete and submit electronically. The exam fee of £100 per course will be collected from your credit card, using the information you provide. **Exam fees are paid for an individual subject and are not transferrable.**

If you have purchased a course through an Approved Learning Partner you should contact them as they may have special arrangements for exam applications.

If you do not wish to use the online exam application facility you can arrange an examination over the phone. Alternatively, you can request an Examination Application Form from Edinburgh Business School Administration. Please ensure that you send the forms in good time and by a secure method of posting. The School cannot be held responsible for applications going astray in the postal services. The School can accept forms only if they are accompanied by the required fee.

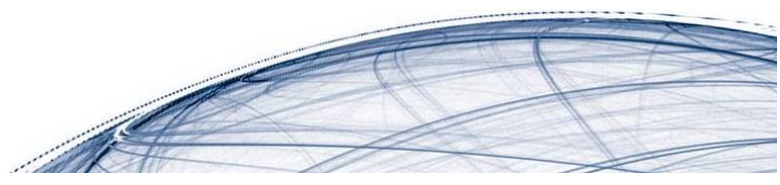
Incomplete/incorrectly completed application forms will be returned to you and cannot be accepted unless they are correctly completed and returned to the School by the closing date.

The School will acknowledge receipt of your examination request within 3 weeks of receiving it. **Please check the accuracy of the information contained in the acknowledgement letter and contact Edinburgh Business School if the information is incorrect.** You can also check if your exam request has been processed in the 'Exam Service' section of the Student Services website.

Approximately one month before the examinations you will receive confirmation of the location and time of your examinations. This letter, which will include your scanned photograph, is proof of your entry and must be taken with you to the examination centre on the day of examination. **Failure to produce this letter could result in the centre refusing to allow you to sit the examination.** If for any reason you do not receive this letter, please ensure that you have alternative proof of identification which includes a recent photograph such as your passport.

Examination payment

The School can only accept payment for examinations in Sterling (£). Payment for entries processed on-line is by credit or debit card. Please note that the



following are acceptable: **Visa, MasterCard, Delta, JCB, Switch and Solo**. Please provide your credit card number in full, the 3 digit security number and the expiry date of your card, ensuring that the expiry date is at least two months after the examination entry deadline date.

If you do not hold one of the above cards or are returning a green/examination entry form, you can make payment by a cheque or Sterling bank draft, drawn on a UK bank, or a credit or debit card. If you are paying by cheque or bank draft, it should be made payable to Edinburgh Business School.

Examination deferral

If, having applied to sit an examination, you wish to defer your entry until a future diet; you may do so without financial penalty, provided that you advise the School before the appropriate deadline date. The deadline dates for deferring examinations, without incurring any cost, are 1st May and 1st November for the June and December diets and 7th February and 24th July for the March & August diets respectively.

You may defer an entry in writing, by e-mail, fax or in the 'Exam Service' section on the Student Services website. You will automatically be entered for the following major diet *unless you specify an alternative diet*.

If you defer an entry after the deadline for deferral, you will not be entered automatically for the next main diet of examinations. To re-apply you must submit, by the relevant closing date, confirmation of the diet you wish to enter, your preferred examination centre and the relevant examination fee (£100 per subject). This can be done in writing or via the 'Exam Service' section of the [Student Services](#) website.

Absence

Absence from an examination is not considered an attempt at the subject. However, your examination fee will not normally be credited and you will be required to pay the current exam fee at the time of re-applying to attempt the subject. To re-apply you must submit, by the relevant closing date, confirmation of the diet that you wish to enter, your preferred examination centre and the relevant examination fee (£100 per subject). This can be done in writing or via the 'Exam Service' section of the [Student Services](#) website.

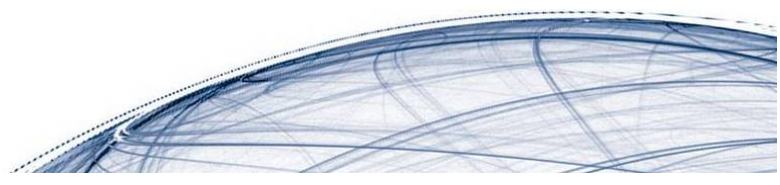
Absence on medical grounds

If you are absent due to illness you must confirm this by sending a **certified true copy of your medical certificate to the University, within four weeks** of the end of the diet of examinations. If the University accepts that you were unable to attempt the examination due to illness, your examination fee will be credited and you will automatically be entered for the following major diet, *unless you specify an alternative diet*.

Results

Results for examinations taken in English will be initially posted on [Student Services](#) approximately eight weeks after the end of the diet of examinations. Results for other languages may take slightly longer due to the extra quality control processes that are required.

- December examination results will be despatched by the end of January



- March examination results will be dispatched by the end of April
- June examination results will be dispatched by the end of July
- August examination results will be dispatched by the end of September

Your official examination results will be despatched directly to you, at the last mailing address notified. **Please do not contact the University about your results prior to the above dates.**

Edinburgh Business School will not advise examination results over the phone or by e-mail under any circumstances.

Re-sits

If you fail a course at the first attempt you will be permitted one further attempt in that subject. The Business School may require a student who fails an examination in a core course twice to withdraw from the programme. However, a third attempt may be granted if you have completed four other courses. Under no circumstances will a third attempt be permitted at an elective course. An alternative elective must be chosen to obtain an award.

You can apply to re-sit through the 'Exam Service' section of the [Student Services](#) website.

Appeals

If you have failed an examination you will receive a fail report and solutions to the relevant case studies/essays. This will provide you with an indication of the standard required to pass the course and help you to prepare for a possible re-sit.

After considering the fail report, if you wish to dispute the decision of the Board of Examiners you should write to Business School as soon as practicable after notification of the result, stating your reasons for disputing the decision. Your result will be reconsidered and you will be informed of the outcome. **Please note that on a re-grade marks can be deducted as well as added.**

If you are still not satisfied you can request an analytical report on each case and essay question. You will be required to indicate this by correspondence and to include a fee of £100 for each course for which the report is requested.

- ***Under no circumstances will examination scripts be returned to you after the examination.***

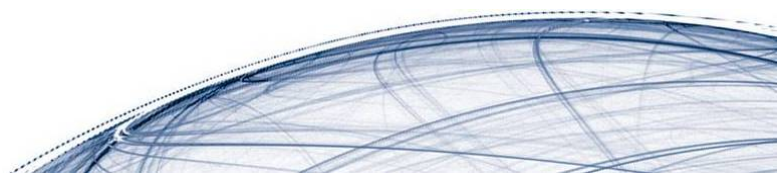
Appeals on Medical Grounds

You should notify the Head of School, as soon as possible after the examination, of any illness or other circumstances which may have adversely affected your performance and which you would like the examiners to take into account in making their decision.

Compensatory Passes

If you have successfully completed seven or eight courses and have failed narrowly in the remainder you may be awarded a pass by compensation subject to the following conditions:

- Passes have been attained in at least seven courses
- The mark to be compensated is not less than 45%



- A pass by compensation will be awarded in a maximum of two courses
- The total shortfall of marks shall not exceed 5%
- All other requirements for Award have been satisfied

The relevant Committee awards compensatory passes when it meets to confirm the names of those eligible to graduate.

Transcripts and Certificates

You will receive a Certificate of Achievement for each course you pass. A transcript can be obtained from enquiries@ebs.hw.ac.uk for a charge of £10 Sterling. Transcripts contain the date and grade of each successful examination but not the mark obtained. Certificates and transcripts make no reference to the mode of delivery or language of instruction.

Graduation

When you have met the requirements for the MSc degree, you will be sent information regarding the appropriate congregation for the conferment of degrees ceremony. You are not considered to be a MSc graduate until the degree has been conferred at this ceremony.

Graduation is held every June in Edinburgh with additional ceremonies in various locations worldwide in November/December. Students have the option to graduate in person at the next available ceremony, defer their graduation until a later ceremony or graduate in absentia. Students who graduate in absentia will also have the option to attend the next available ceremony in person.

Data protection policy

Edinburgh Business School at Heriot-Watt University and its commercial partners work in partnership to deliver the Courses and Programmes. To ensure this Programme is managed efficiently and students supported effectively, some information recorded as you progress in your studies will be shared between Edinburgh Business School and its partners. Your Approved Support Centre will use this information for academic programme support, for administration and for the provision of information to students; Edinburgh Business School will use this information for academic programme management; commercial partners will use this information for operational and administration purposes only.

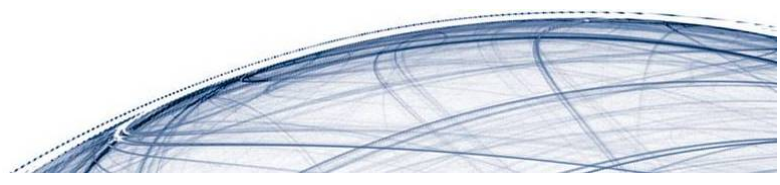
Change of contact details

You are responsible for notifying us of any changes to your contact details. You can do this directly through the [Student Services](#) site. Changes in name should be notified to us in writing together with a copy of the legal documentation that confirms this change (marriage certificate, deed poll certificate).

On-campus tuition

Some MSc courses are taught at the Heriot-Watt campus on the outskirts of Edinburgh.

- Intensive 4 day tutorials are delivered at Edinburgh Business School. These seminars are based on the School's experience of teaching to corporations, and 10 years experience delivering value added seminars. The seminars assume prior study of the course materials, and provide practical applications and contextualisation.



- A schedule of 2 day revision seminars in selected subjects are also delivered on campus at Edinburgh Business School. These 2 day seminars are conducted by Edinburgh Business School and give advice on examination preparation.

See www.ebsglobal.net for information on how to apply to join these sessions.

Changes to Fees and Programme Structures

Edinburgh Business School reserves the right to make changes to its fees and the structure of the programme at any time. Students will be given advanced notice of any changes and steps will be taken to ensure that existing students are not disadvantaged.

