

INNOVATORS, WORLD-SHAPERS, GROUND-BREAKERS CREATED HERE



The **Cambridge** MBA

LEADING BUSINESS MINDS

Welcome from the MBA Director | 3 2 The Cambridge MBA



Every year we see the effect a Cambridge education adapt and operate in a wide variety of complex global environments. A Cambridge MBA will help you stride confidently through the many doors it opens for you.

Cambridge Judge Business School is in the business of transformation – the kind of transformation we've seen in the world recently. Innovation, agility and international cooperation have all played their part as we've worked together to tackle global challenges. Cambridge brings together communities who collaborate to make an impact.

You will get the most from your Cambridge experience if you fully immerse yourself in it. We have crafted the Programme to make sure you are intellectually stimulated by a well-rounded business education. But we want you to be curious, to question, to be open-minded – so you have all the skills you need to build and lead teams successfully in whatever organisation you join.

We encourage you to take advantage of every opportunity to collaborate and connect with your classmates. Our mix of nationalities, sectors and backgrounds creates a diversity and sense of inclusivity like no other you will encounter. Your peer group will provide the stimulus and motivation to grow and contribute.

We look forward to guiding you through the unique experience that is the Cambridge MBA. It will change you.

Michael Kitson MBA Director

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	Currice
	Becon
	Chang

The Cambridge MBA – This will change you	06
Why Cambridge Judge Business School?	08
Key facts	10
Career impact	12
Your peers	14
Propelling aspiring entrepreneurs	16
Alumni profile: Kanika Aswani	18
Enjoy the Cambridge Effect	20
Location, location	22
The Cambridge cluster	24
College life	26
Bring your next generation	28
Curriculum for growth	30
Term by term, team by team	32
Tailor your MBA to suit you	34
Alumni profile: Jan Topolski	36
Alumni profile: Blerina Xhelilaj	37
Your choice of Electives	38
Put theory to practice	40
Case studies: Global Consulting Projects	44
Actis	44
Borussia Dortmund	45
Fauna and Fauna International (FFI)	46
L'Oréal	47
Focus on Concentrations	48
Case Study: Concentrations	50
Career Development Programme	52
Become embedded in community and network	54
Inspirational and impactful	56
Diverse, inclusive, with equal opportunities for all	58
Women at Cambridge	60
Alumni profile: Julie Wang	62
Alumni, wide-reaching and influential	64
Alumni profile: Oladele Olafuyi	66
Change begins with an application	68
Who are we looking for?	70
The application process	72
Securing loans and funding	74
Let's meet	76



This will change you 9

WHY CAMBRIDGE JUDGE BUSINESS SCHOOL?

Change begins in Cambridge. We help innovators, world-shapers and ground-breakers become leaders who transform global business and society.

A PERSONALISED, MORE INTIMATE LEARNING EXPERIENCE

Our MBA class is optimised at around 200 each year so you know each other, and we know you. Your interactions with professors and the careers team will benefit from this approach, as we work with you as individuals, not a number on a seat.

EXPERIENTIAL, TEAM-BASED LEARNING

With more project work than most other MBAs, we'll push you early into teams to work with real clients, in real pressure situations, to test your new skills and help you forge opportunities for your future.

TAILORED TO YOU

The MBA programme is academically rigorous with a foundation of core courses, but offering elective subjects, projects and extracurricular activities to tailor it to your interests and future career goals.

THE 'SILICON FEN'

Cambridge is a hot spot for entrepreneurial activity and networking, and our enviable location and history of creating, launching and supporting new ventures draws people from around the world to join the buzz.

AN MBA CLASS THAT'S DIVERSE AND SUPPORTIVE

Our reputation attracts the most able and ambitious professionals in the early to mid-stages of their career. We welcome all cultures, backgrounds, orientations and identities at Cambridge Judge – there is no typical student here. You will live and breathe the intense experience together, and form a close and supportive network for life.

THE INSPIRING CAMBRIDGE EXPERIENCE

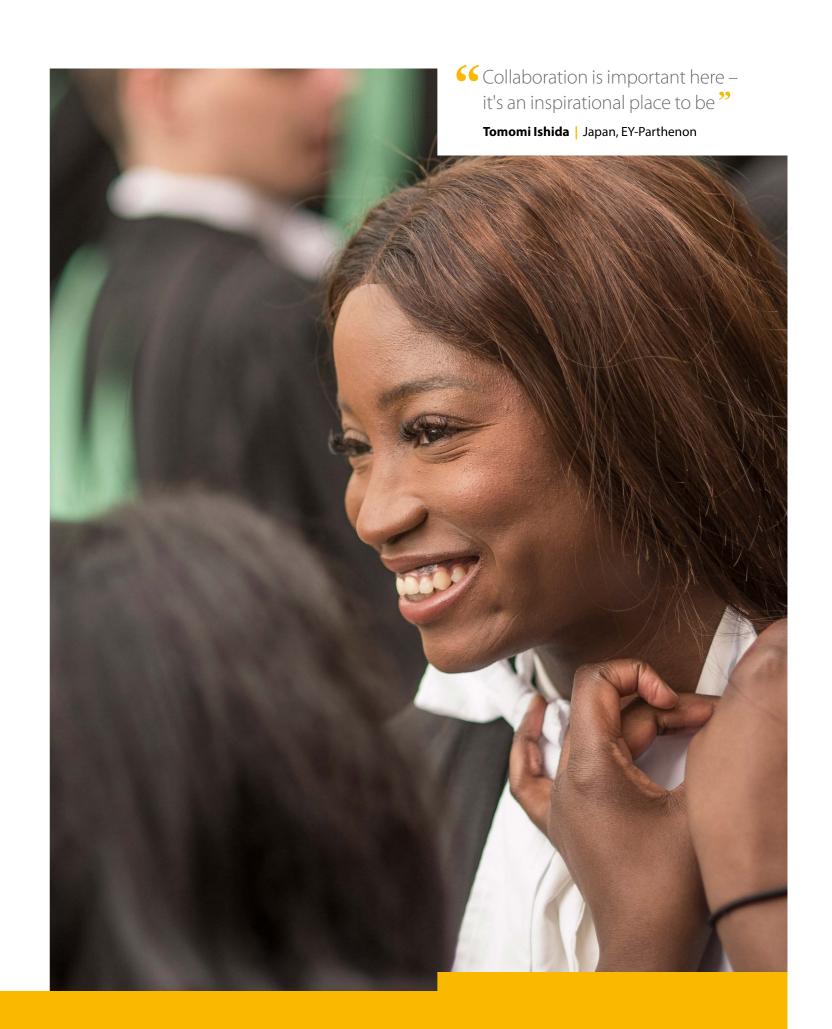
This University is an inspirational place in which to study. The traditions of the University may baffle you at first, but they will add a unique flavour to your MBA that nowhere else can offer. The collegiate set up will add richness to your year and expand your network.

You will benefit immeasurably from the education, the people, the reputation, and the mindset that Cambridge imprints upon you.



66 Our students choose Cambridge Judge for its atmosphere of searching, rigorous thinking and the entrepreneurial spirit."

Gishan Dissanaike | Interim Dean of Cambridge Judge Business School



KEY FACTS

YOUR PROGRAMME





Cost: £69,000
TUITION FEES





16 COMPULSORY 48 ELECTIVE

9 CONCENTRATIONS

& CAREER DEVELOPMENT PROGRAMME

YOUR CLASS

Current class profile







Average age

2

YEARS

45
NATIONALITIES
represented

YOUR FUTURE

SWITCHED switched at least country, function or industry









£92,501*

Average package
SALARY

This will change you | 13 **12** The Cambridge MBA

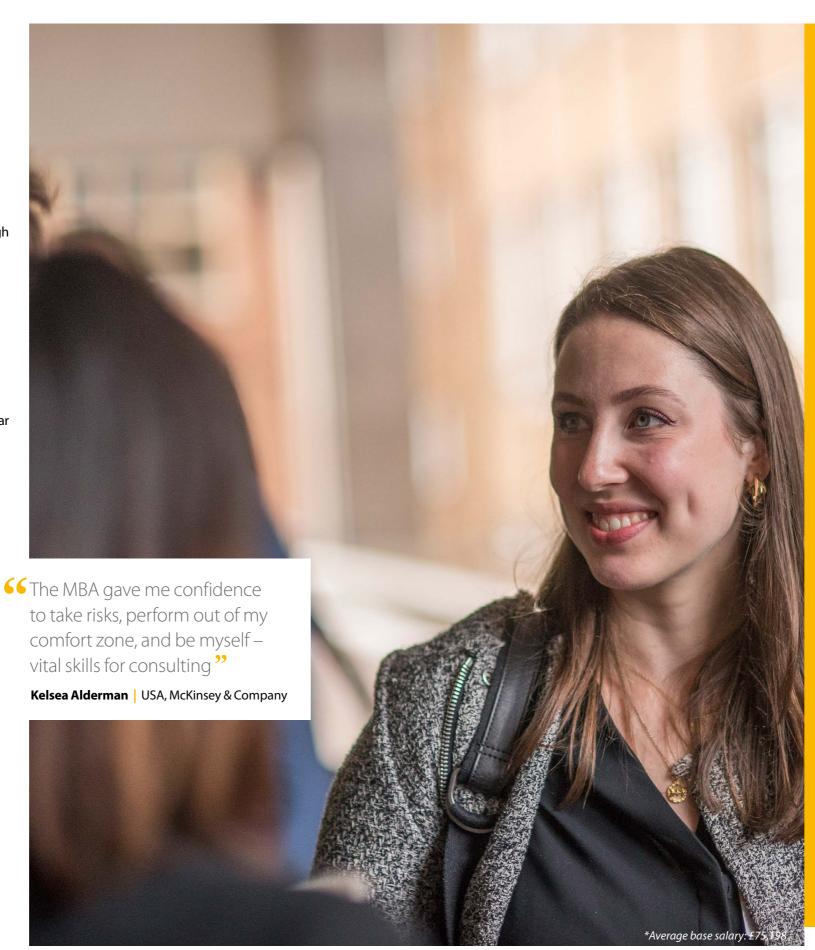
CAREER IMPACT

Accelerate, switch, triple-jump or start-up?

Your Cambridge MBA will be an educational breakthrough and a gateway to career progression and redirection.

Whether you're aiming for leadership positions, taking a more 'local' career to a global stage, or making a sector or role switch, your new MBA knowledge, networks, and confidence will bring it closer.

Alongside the academic and projects curriculum, the CJBS Careers team will provide you with the professional development, career management skills, confidence and recruitment opportunities to help you get the post-MBA job you really want and give you the tools for a long, stellar career as an agile, empathic, collaborative leader.



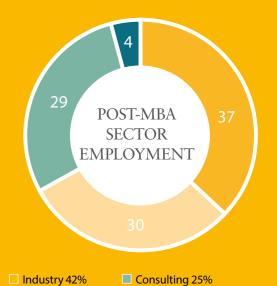
EMPLOYMENT DATA FOR THE MBA CLASS OF 2021/22



function or industry

£92,501*

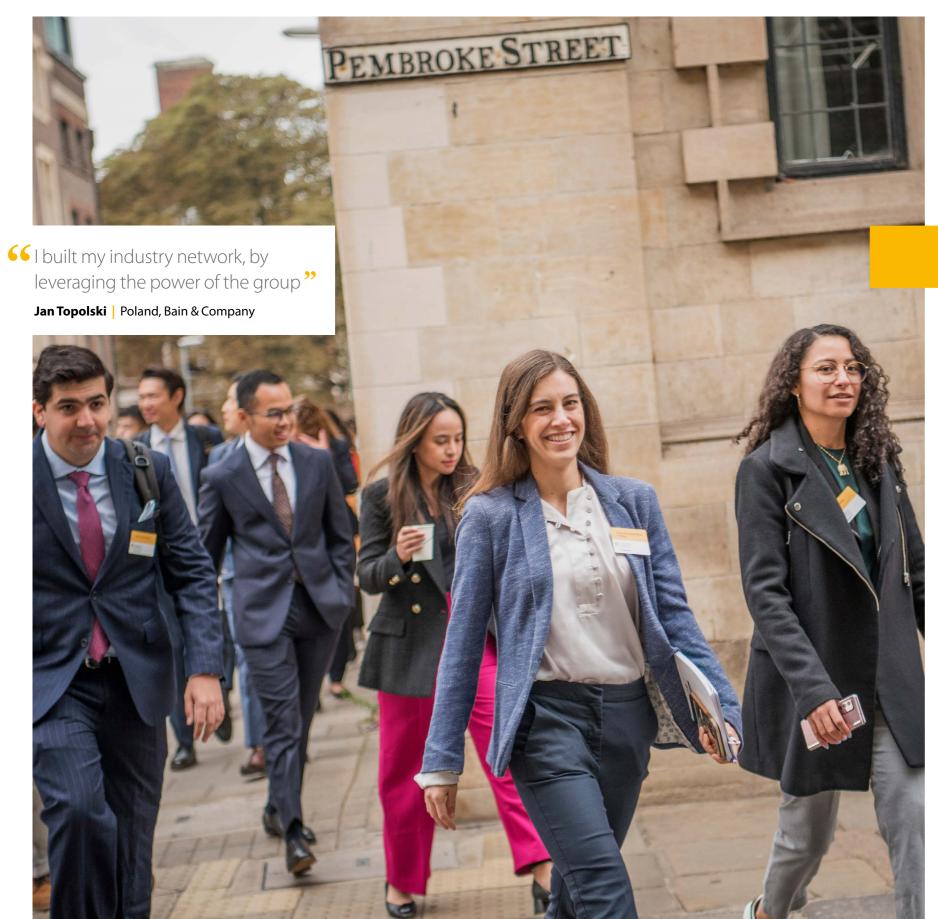
Average package salary



☐ Industry 42%

Finance 30% ■ NGO/Research/Education/ Public Sector 3%

14 The Cambridge MBA
This will change you 15



YOUR PEERS

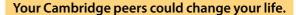
With an MBA from Cambridge Judge Business School, you join an elite – but not elitist – global community that offers fantastic opportunities for networking and career development.

Financiers, marketers, tech stars, military veterans, charity leaders – there is no typical profile on the Cambridge MBA. We actively design the cohort to maximise variety so your learning is challenging, multi-perspective and relevant to the modern world of business.

And the global mix is impressive too – you'll learn with people from all over the world, giving you insight into their regional reality.

We organise your learning to focus on team work – through study groups, project groups, class breakouts, even extra-curricular opportunities like taking up positions as student reps, or in the student Special Interest Groups. This will give you close interaction with your peers daily – your team-work skills will soar.

The collegiate set up the University of Cambridge and your allocation to a college will also enhance personal interactions with peers – and the social element these communities bring will strengthen bonds between you further. And these bonds will form the basis for your global alumni network.





*Accurate at time of production.

This will change you | 17 **16** The Cambridge MBA

PROPELLING ASPIRING ENTREPRENEURS

You are bright, curious and ambitious. Many of you want a powerful platform for idea generation, development and venture launch. You're in the right place.

We will take you on a journey to realising your entrepreneurial goals, through education, practical support, and immersion in the vibrant entrepreneurial scene in Cambridge.



A broad management qualification, giving you the skills to understand the full range of business disciplines and operation.



Entrepreneurship courses, covering business planning, innovation management and funding – including the optional Entrepreneurship Concentration.



networks and programmes such as Accelerate Cambridge, Enterprise Tuesdays, Ignite, EnterpriseTECH.





Access to a wide network of successful entrepreneurs operating in the Cambridge Cluster and the Silicon Fen.

66 Without the guided opportunities and stewardship of the Cambridge MBA courses, I would never have considered entrepreneurship"

Areeb Siddiqui | UK, Founder and CEO, Kestrl



Practical team projects to hone your team leadership skills and client interactions.

This will change you | 19 **18** The Cambridge MBA

ALUMNI PROFILE: Kanika Aswani

Tell us about your fellow students.

I was one of a community of ambitious, sensitive, passionate, determined, and entrepreneurial women in the MBA class who came from diverse backgrounds and industries. We had amazing achievements in our resumes or in our lifetimes already.

What did you enjoy the most?

You have so much to learn, you have so many people to interact with. You don't just belong to the business school, you belong to the entire Cambridge ecosystem, where there are different departments, schools and colleges.

What was your MBA highlight?

I was a recipient of the Dean's scholarship, which gave me confidence in terms of my past experience but also my future goals. It inspired me to try to help others who might be coming from emerging economies into business education.

Pre-MBA role

Specialist,

McKinsey

Digital Labs,

McKinsey &

Company, India

Electives

Disruptive Technology

Organising Healthcare

Strategic Change &

Digital Marketing How to Think Strategically Managing Big Data

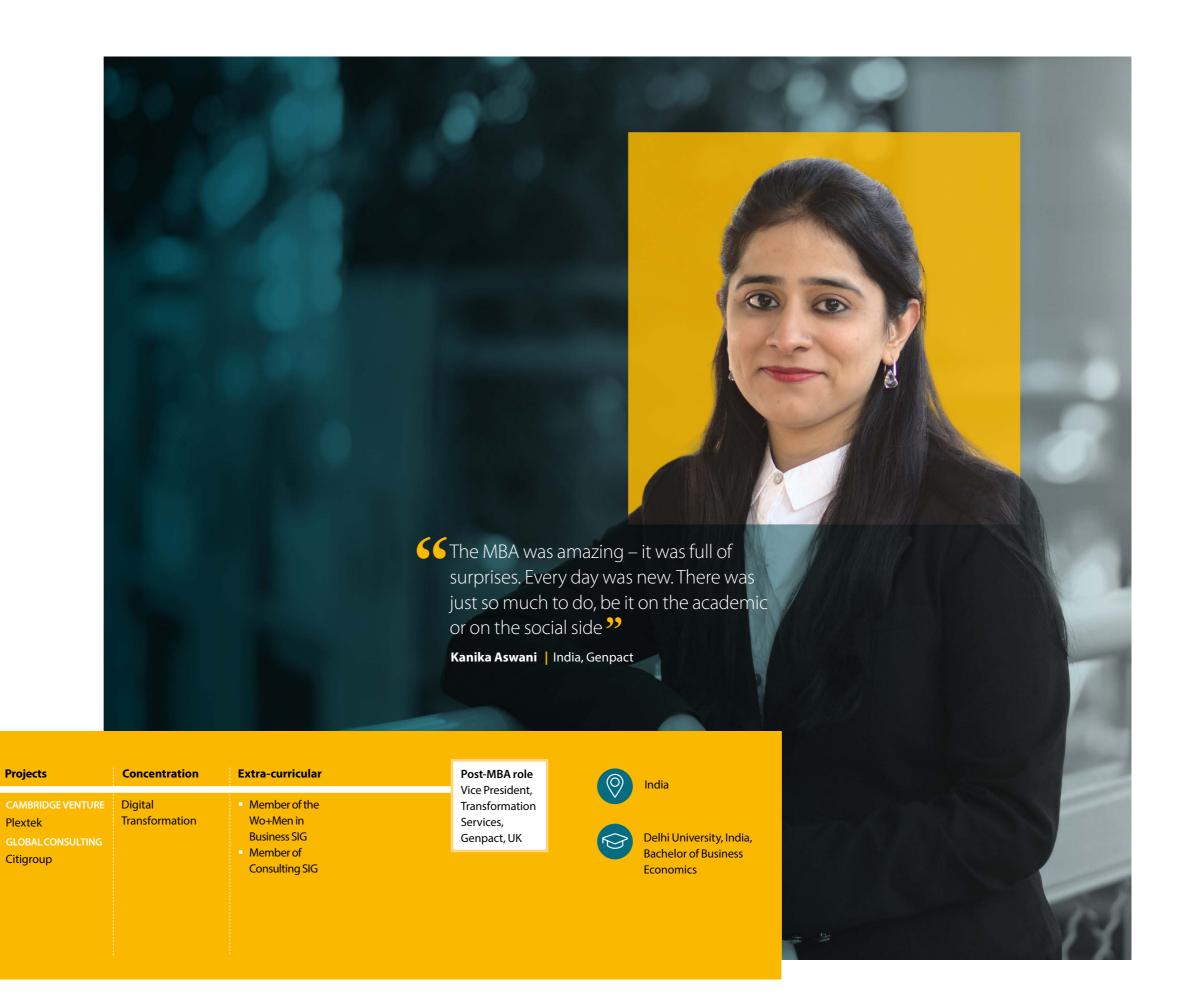
& Innovation

Renewal

Analysis

Projects

Plextek



MY LEARNING JOURNEY



LOCATION LOCATION, LOCATION

Cambridge Judge Business School occupies an enviable location right in the centre of Cambridge and the University colleges.

As part of one of the world's most prestigious research universities, the school is surrounded by its famous colleges. King's College Chapel and the River Cam are just a few minutes' walk away. We are also within a short distance of entrepreneurial centres such as Cambridge Enterprise, St John's Innovation Centre (Europe's oldest incubator) and Aurora Innovation Centre, to name a few.

The city of Cambridge is a beautiful backdrop to your studies, with green spaces, historic architecture and a vibrant social scene. Yet London is only 45 minutes away by train, so you can also enjoy the opportunities for work and leisure there, as well as easily access a range of international airports.

Small enough to cycle across, the size of Cambridge belies its global reputation and impact. In this place, you can't help but grow.





THE
CAMBRIDGE
CLUSTER

Since opening its doors in 1990, the School has focused on being a world-class centre of immersive, transformative business education as well as a leading centre of research.

Our location offers the perfect environment for the development of this research by forward-thinking entrepreneurs.

The University of Cambridge sits in the middle of the Cambridge Cluster or 'Silicon Fen': a group of companies with the largest investment per capita in Europe. Innovators – many based at the University – have developed over 1,600 firms employing more than 30,000 people.

We have close links with these businesses – many are Cambridge Venture Project clients or mentor our students. Some are start-ups formed by Cambridge MBA alumni. This means you have unique access to an unparalleled network of entrepreneurs, technologists and business experts who live, work and study right here in the city.

Also, centres at Cambridge Judge such as Accelerate Cambridge, The Entrepreneurship Centre, and The Centre for Social Innovation provide an unrivalled portfolio of programmes and connections to relevant societies, enterprise champions and departments across the University of Cambridge.

YOUR COLLEGE LIFE

When you join a Cambridge MBA cohort, you also become a member of one of the 31 University colleges. The colleges offer a unique aspect of the Cambridge experience and allow you to become a lifelong member of a college community and enjoy the many traditions of the University of Cambridge.

The majority of single MBA students are offered accommodation by their college. You can expect different facilities in different colleges. Some may offer more modern facilities including en-suite bathrooms, while others may not. Some colleges have family accommodation.

Not all college accommodation is situated within the main college grounds. Many graduates want to live in college houses or private rentals in and around the easily accessible city centre to participate fully in Cambridge daily life.

Each college has its own character, with its own internal governance and procedures, but all have a diverse student body. They select their own students – subject to University regulations – and most admit both undergraduate and postgraduate students.

Many students join a college sports club, such as a rowing club, or one of the many other societies. You can also take part in regular 'Formal Halls', a traditional evening dinner in academical dress, in some historic dining halls, and most colleges have a 'May Ball' annually or every other year.

College life helps you diversify your school network – you can meet and be inspired by students and academics from a wide range of disciplines. This can lead to exciting and fruitful collaborations: MBAs have joined forces with collegiate peers to create new ventures.

It is the responsibility of the MBA Admissions team to apply and secure a college place for you. This process happens after you have accepted an offer to join the MBA.

You can learn more about the University colleges online at: www.postgraduate.study.cam.ac.uk/colleges/college-key-facts-and-figures





BRING
YOUR NEXT

GENERATION

At Cambridge Judge, we welcome MBA students who wish to come here with their family. The city and University is a vibrant and welcoming location for families, offering a wide range of opportunities for a supported and enriching family life.

The city has a cosmopolitan population, with schools welcoming children from around the world. The University also runs two nurseries in the city, close to the School.

Most colleges offer accommodation for couples or families, and many have facilities for parents to meet and socialise together. If you choose to live with your partner or family outside of college, the University's accommodation service can help you find a place.

Each college has a designated childcare contact who is a voice for student parents within their college, and several colleges have nurseries or allocated places at nurseries.

HERE TO SUPPORT YOU

Do join our open and interview days with your partner: we invite current MBA partners along to tell newcomers what life is like here. We provide support where we can to help you all settle in.

The University has a range of services for students with children and can provide advice on healthcare, accommodation, childcare and financial help.

Find out more about the support you can find from the University Childcare Office, by visiting:

www.childcare.admin.cam.ac.uk



Curriculum for growth | 33 **32** The Cambridge MBA



TEAM BUILDING

PROJECT FOCUS

Core Courses:

- Entrepreneurship
- Management Science
- Corporate Finance
- Financial Reporting & Analysis
- Microeconomics
- Organisational Behaviour & Leadership
- Organisations and Markets: Designs and Incentives
- Management Praxis I

Project:

Cambridge Venture Project (CVP)

Management Praxis II

Choose three (chosen in courses which may be offered.

TEAM LEADING

Core Courses:

- Strategy
- Marketing
- Corporate Governance: **Organisations**
- **Digital Business**

Electives:

Michaelmas Term) – see page 38 for representative list of elective

Global Consulting

Project (GCP)

INFLUENCE & IMPACT

GLOBAL CONTEXT

Core Courses:

- Macroeconomics
- Operations Management
- Business & Society

Electives

Choose three (chosen in Lent Term) see page 38 for representative list of elective courses which may be offered.

Concentration

Choose one of nine available thematic Concentrations (chosen in Lent Term) – see page 49 for list of Concentrations.

Project:

Concentration Project: **Board Impact**

APPLICATION & RE-LAUNCH

Choose one of the following:

- Individual project
- Work placement
- Research paper
- International Business Study Trip

Supervision

There are no formal supervisions through colleges, or during the course of the MBA. However, you are encouraged to link with academic and professional staff throughout the year.

Assessment and feedback

- Active class participation
- Formal University written examinations
- Individual written assignments
- Group written assignments
- **Group presentations**
- Individual presentations
- In-class tests

Students are given formal written feedback on most coursework assignments submitted during the programme, which is released alongside the marks.

TAILOR YOUR MBA TO SUIT YOU

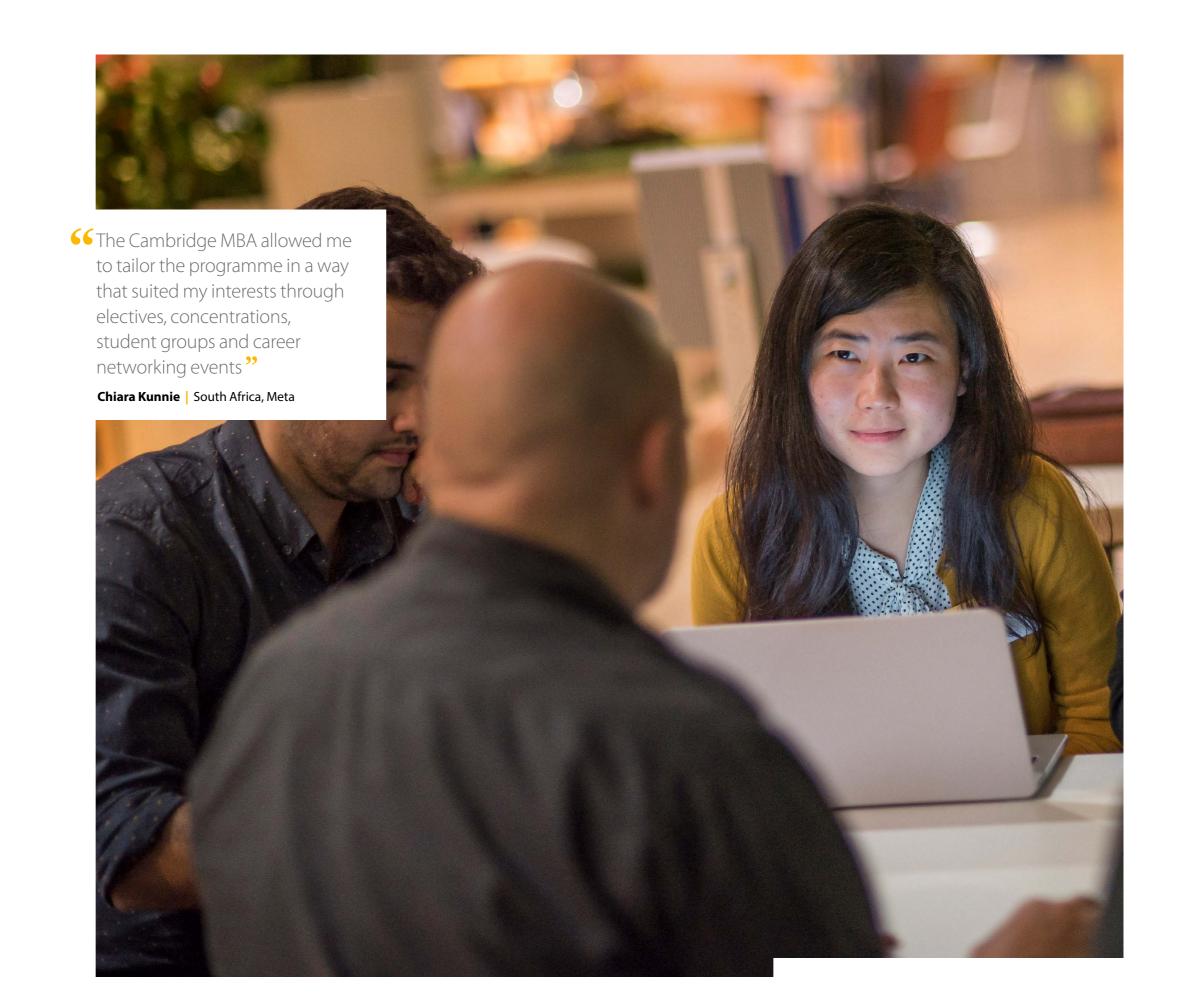
Our curriculum is designed to cover the key business disciplines that will give you the educational depth you'd expect from a Cambridge Masters degree.

In addition, we offer opportunities to make choices to tailor your MBA experience according to your interests and future career objectives.

These are the features that allow you to tailor your learning:

- Elective courses (see page 38 for full list) cover an impressive range of disciplines and sectors. Our academic faculty often bring in contributions from top-level business practitioners.
- The Global Consulting Project (GCP) is a live team project with a multinational organisation. You can source your own project or choose one organised by our Projects team.
- Students can boost their learning and networking in an area by undertaking one of nine Concentrations.
- During the Summer term, you can choose a work placement, a research project, an individual project or an International Business Study Trip option.
- Special Interest Groups (SIGs) are led by students to collaborate, network and expand their knowledge of a particular sector.
- In the Career Development Programme, our Careers team support you in developing skills and contacts in your chosen area.

Tailoring will allow you to add focus to your MBA experience: increase your employability in sectors, make new contacts, explore potential areas of ambition.



Curriculum for growth | 37 **36** The Cambridge MBA

ALUMNI PROFILES: Jan Topolski



Extra-curricular

Member of

Finance Club



Warsaw University of Technology, Poland, **BSc Civil Engineering**

Blerina Xhelilaj





Bocconi University, Italy, MSc Finance

Post-MBA role

Merrill Lynch,

Bank of America

Investment M&A

MY LEARNING JOURNEY

Electives

Arup, Project
Manager/
Consultant

Pre-MBA role

Strategic Change & Renewal Advanced Strategy

Strategic Pricing

Topics in Financial

Statement Analysis

New Venture Finance

H2Go iZettle

Projects

Digital Transformation

Concentration

Member of **Consulting Club**

 President of CBSC Real Estate Club

Post-MBA role Bain & Company, Senior Manager

MY LEARNING JOURNEY

Pre-MBA role	Electives
NG Bank N.V. Italy), Associate Financial nstitutions Coverage	 Private Equity Mergers & Acquisitions Advanced Strategy Equity Valuation Energy & Emissions Markets & Policies Marketing & Innovation in Emerging Economies New Venture Finance
	 Leading Effective

Projects

Finance Specle Limited Innovation Factory,

Concentration

Projects

Indonesia

Fintech group Member, Private Equity/venture capital group

Co-chair,

Extra-curricular

Communication Chair, Cambridge **Business School Club** Participation in the

Hult competition



66 The beauty of the programme was that we could tailor our experience **

Jan Topolski | Poland, Bain & Company

Why did you choose Cambridge Judge Business School?

My background was in structural engineering, but I was also a design team leader in architecture. I enjoyed it but I went to Cambridge to change my career – my plan was to move into strategy consulting.

First impressions?

The rich variety of backgrounds at Cambridge.

Any tips for prospective students?

There are a lot of exciting things happening at the same time during the MBA. But committing to a Special Interest Group (SIG) – especially as an active member – helps you stay focused on a particular area of interest. You get to know people who are interested in similar topics, and it widens vour network.

Why did you choose Cambridge Judge Business School?

The smaller class sizes and study groups appealed to me. They created a more intimate setting to learn about my peers, building our communal network and forging lasting relationships.

Also, I was attracted by the CVP and GCP, which allow students to work for companies in different industries and geographies.

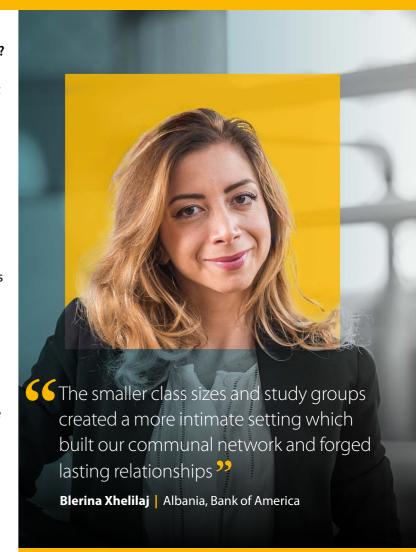
What was your MBA highlight?

Professor Gishan Dissanaike, who teaches Corporate Finance, surpassed my expectations. He created interesting and engaging lectures, even for the students with advanced backgrounds in finance.

And I was fortunate to attend a talk with Nob Laureate Didier Queloz, regarding his work with exoplanet detection.

What about outside the classroom?

The college Formal Hall was a highlight – a three-course dinner by candlelight in an ornate dining hall where the students wear black-tie attire.



38 | The Cambridge MBA Curriculum for growth | 39

YOUR CHOICE OF ELECTIVES

During Lent and Easter terms, you take six elective courses, two of which count toward Concentrations. This allows you to customise how you learn and study a particular subject in more depth.

LENT TERM

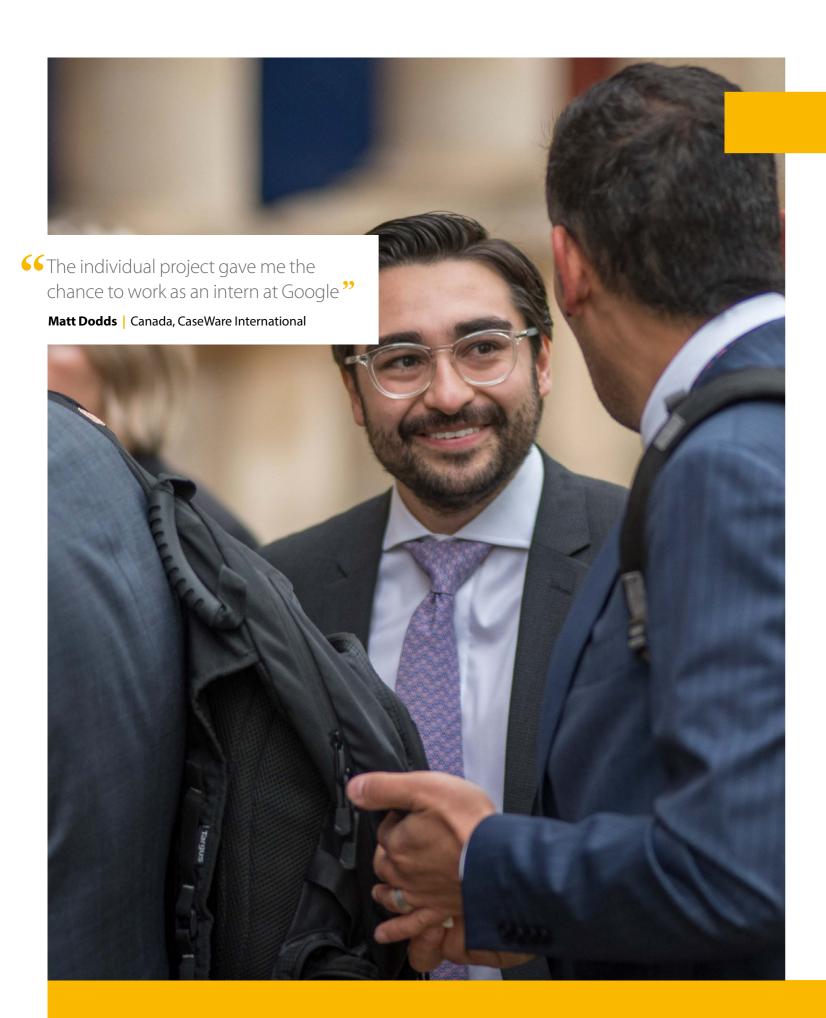
- Behavioural Finance
- Building Customer Centric Organisations
- Cases in Corporate Finance
- Creative Arts and Media Management
- Digital Marketing
- Doing Good Well: Leading Social Innovation for Local and Global Impact
- Energy and Emissions Markets and Policies Entrepreneurship in Practice
- Entrepreneurship Through Acquisition Becoming a CEO from an MBA
- Introduction to Options, Futures and Other Derivatives
- Leadership in Organisations
- Leading Effective Projects
- Managing Big Data Analysis
- Managing for Sustainability
- Managing Innovation Strategically
- Marketing and Innovation in Emerging Economies
- New Venture Finance
- Risk Management and Strategic Planning
- Philosophy of Business
- Strategic Pricing
- Thinking Strategically
- Topics in Financial Statement Analysis
- Topics in Investment Management



EASTER TERM

- Advanced Strategy
- Cost Management and Control
- Consumer Behaviour
- Design Sprint for Digital Innovation
- Disruptive Technology and Innovation
- Entrepreneurship: How to Start a Company
- Equity Valuation
- Fintech Strategies
- Global Marketing
- International Business
- International Finance
- Lean Six Sigma Process Improvement
- Mergers and Acquisitions
- Organising Healthcare
- Pharmaceuticals and Biotechnology
- Private Equity
- Strategic Brand Management
- Strategies for Energy and Climate
- Supply Chain Strategy
- The International Film and Screen Industries
- The Liberalisation and Regulations of International Financial Markets
- The Purpose of Finance
- Venture Capital and the Entrepreneurial World

List of Electives on offer in 2022/23. This list is subject to change and classes may have size limits.



PUT THEORY INTO PRACTICE

Projects are woven into the MBA curriculum to give you the most effective and rigorous learning experience. We put your classroom learning to the test within a real-life setting through projects.

Three of the MBA projects you will undertake are team-related projects involving company clients or external practitioners.

THE CAMBRIDGE VENTURE PROJECT (CVP)

In term one, you will work in teams of four or five on a live market analysis challenge for a Cambridge start-up or entrepreneurial venture. The CVP will give you first-hand experience of some of the challenges faced by innovators in high-risk, high-pressure environments. We allocate a mentor to each team and the Cambridge Judge Business School faculty have input.

You can expect to:

- investigate market opportunities for a new product, service or treatment
- evaluate consumer behaviour and competitive forces in relation to these, using qualitative and quantitative analysis techniques
- generate insights into potential strategies, opportunities for commercialisation and possible routes to market.

THE GLOBAL CONSULTING PROJECT (GCP)

For many students, the Global Consulting Project (GCP) is a real highlight of their studies. It's a valuable opportunity to apply what you've learned, experience new sectors or roles, travel and to start building career networks.

Small teams of students consult with blue-chip international organisations on a particular aspect of their business. Students are able to either pick their top three choices (which informs how teams are created and selected), or they can source their own project.

CONCENTRATION PROJECT: BOARD IMPACT

You will choose from one of nine Concentrations in your third term. At the end of your Concentration, you undertake a team project, in which you will present your findings to experts in a simulated boardroom situation.

SUMMER PROJECTS

To allow you to tailor the MBA towards your own individual career objectives, we also offer a choice in the final Summer Term. Options include undertaking research, an individual project, a work placement or an International Business Study Trip option.

RESEARCH PAPER

Students undertaking a research paper can expect to be involved in independent, in-depth research into an area of business management. You will deliver a 3,000-word paper written for a business audience similar to those in publications such as Harvard Business Review or the Sloan Management Review.

THE INDIVIDUAL PROJECT (IP)

The opportunity to experience real work as a consultant on a business problem, located in any commercial, industrial, public sector or not-for-profit organisation, anywhere in the world. You can expect to work full time for six to eight weeks during July to September, depending on the client's requirements and your post-MBA plans. Recent projects have included product extension strategy for a financial services company, analysis of the US railway sector and branding strategy development for a national retailer.

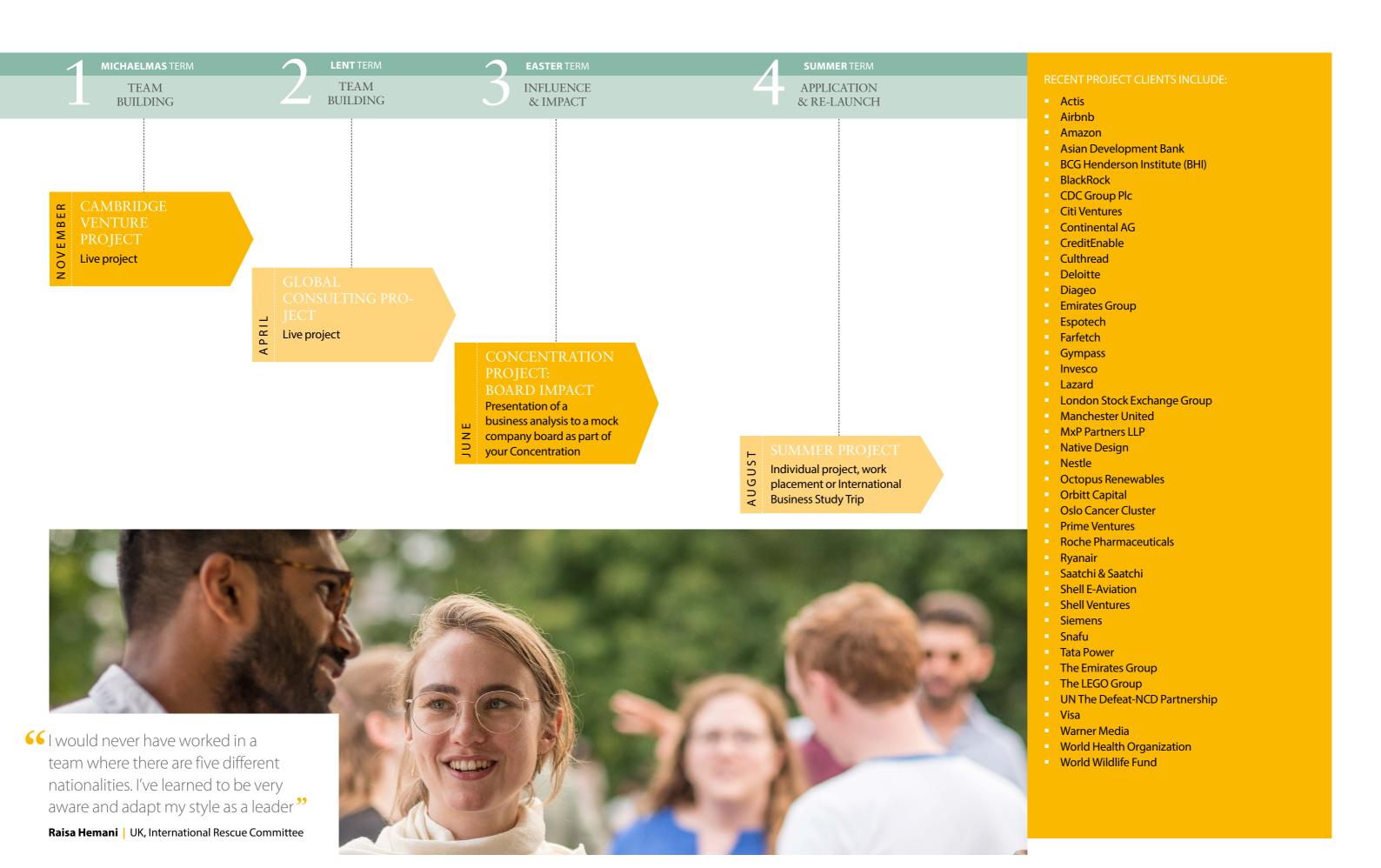
INTERNATIONAL BUSINESS STUDY TRIP (IBST)

The International Business Study Trip is a week-long visit to a global location carefully selected based on current economic trends around the world with all lectures for the course delivered during the trip.

WORK PLACEMENT

Many students opt for a work placement of six to eight weeks during July to September. You can gain valuable experience and it can sometimes lead to an offer of full-time employment. Previous employers offering internships include: the Financial Services Authority; Credit Suisse Private Banking; Google; Amazon; and Asian Development Bank.

42 | The Cambridge MBA | Curriculum for growth | 43



CASE STUDIES:

Global Consulting Projects

ACTIS

Actis is a leading pan-emerging markets investor.

THE HOST

Actis has a growing portfolio of c.70 investments across Asia, Africa and Latin America. Investment professionals in ten countries identify opportunities in private equity, energy and real estate. Actis targets consistent superior returns, bringing financial/social benefits to investors, consumers and communities. It calls this the positive power of capital.

THE PROJECT

Actis asked the Cambridge team to reassess three aspects of their real estate operations: how to maximise the efficacy of the Actis Real Estate Impact Model (REIM); ways to boost the positive environmental, social and governance (ESG) impacts; and identifying the link between ESG performance and the financial value of its investments.

THE FACULTY

The project was supervised by Dr Eva Steiner, Assistant Professor at University of Cambridge and Fellow and Director of Studies in Land Economy at St John's College, Cambridge. Dr Steiner's research interests are in real estate finance and empirical corporate finance.

THE IMPACT

Following thorough research, the team's revised version of the REIM was designed to make sure each metric is repeatable, defensible and understandable and that all priority issues are addressed. They also provided recommendations to improve the ESG impact of Actis Real Estate developments.



BORUSSIA DORTMUND

One of Germany's fastest-growing football teams prepares for a leap onto the world stage.

THE HOST

Founded in 1909, Borussia Dortmund is the 11th biggest football team in the world. Based in North Rhine-Westphalia, the team is part of a sports club with 100,000 members. One of the most successful clubs in German football history, it has won eight German championships, one UEFA Champions League, one UEFA Cup Winners' Cup, and one Intercontinental Cup.

THE PROJECT

A group of MBA football fans approached Borussia Dortmund for their GCP. The timing was just right: following recent success, Borussia is now attracting greater international attention and support. The MBA team was asked to investigate the opportunities arising from this growing interest.

THE FACULTY

Overseeing the project was Dr Michael Kitson, Senior Lecturer in International Macroeconomics with a passion for football.

THE IMPACT

The MBA team analysed potential markets for Borussia Dortmund, ultimately delivering an in-depth market analysis for China, Japan and USA. The outputs of the project will play a direct role in helping the club shape their understanding of the three countries and prepare for potential activity in these markets. The Cambridge team worked within both financial and time constraints to deliver their report on time and to budget.

46 The Cambridge MBA Curriculum for growth 47

CASE STUDIES:

Global Consulting Projects

FAUNA & FLORA INTERNATIONAL (FFI)

Creating economic opportunities and conservation benefits through enterprise development in Indonesian Borneo.

THE HOST

FFI is the world's first international conservation organisation committed to the conservation of threatened species and ecosystems in partnership with local people. A proven innovator, it continues to make a lasting impact on global biodiversity, working in over 40 (mainly developing) countries.

THE PROJECT

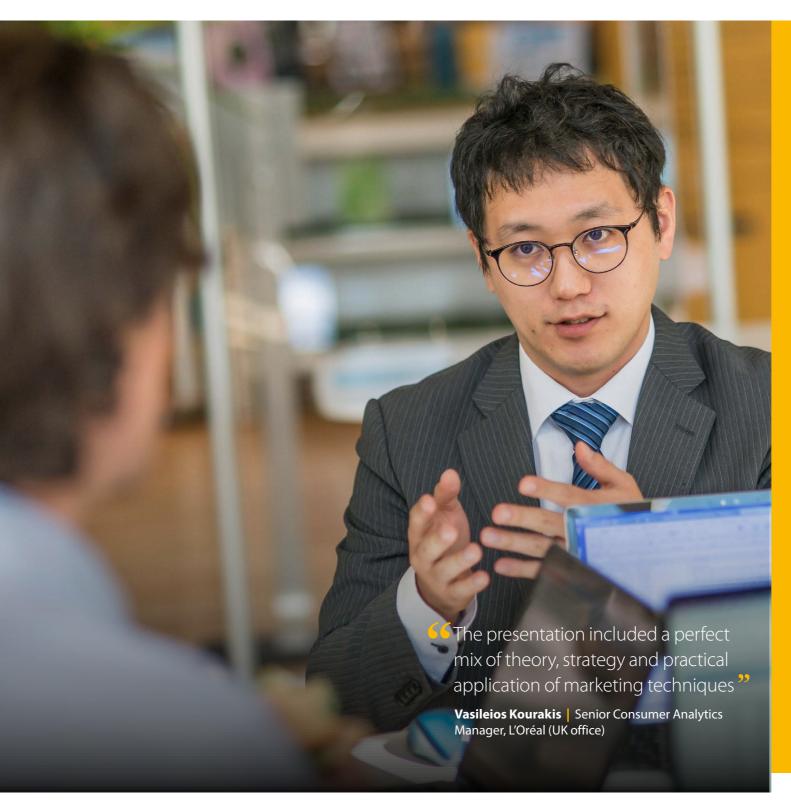
Supporting the development of early-stage enterprises enhancing the livelihoods of marginalised, rural communities in a globally important forest landscape. The team worked with two communities in a remote part of Indonesia. They analysed activities undertaken by the villagers, assessing the viability of operations to provide a baseline assessment of their needs.

THE FACULTY

Dr Neil Stott is Co-Director of the Centre for Social Innovation at the Business School. His research interests include social innovation, organisational socialisation, and social entrepreneurship. Until 2015, Dr Stott was Chief Executive of Keystone Development Trust, which delivers community and property development, and social enterprises.

THE IMPACT

The team worked with an open mind and confidently applied their previous experience and MBA learning in a new context for all of them. FFI were extremely impressed with their approach to working in Indonesia: they gathered significant amounts of data by establishing the trust of community members and other partners.



L'ORÉAL

The world's largest cosmetics company.

THE HOST

L'Oréal is the only cosmetics group present in every distribution channel: mass market, hair salons, department stores and pharmacies. They want to gain a billion new consumers in the next decade. The strategy can be summed up as 'universalisation': tailor-made beauty with products adapted to the lifestyles, habits and purchasing powers of different populations.

THE PROJECT

The L'Oréal UK and Ireland GCP team was commissioned to understand how to reach a new market for a facial product. The team used market analysis, nationwide consumer surveys, interviews, and focus groups with target audiences. From this, they were able to compile a consumer profile and generated targeting recommendations.

THE FACULTY

Dr Dominique Lauga is Senior lecturer in Marketing at Cambridge Judge Business School. Dr Lauga's key research interests are marketing strategy, innovation and product development, advertising, behavioural industrial organisation, and experimental economics.

THE IMPACT

L'Oréal was impressed that the team had such a great understanding of the problem and an appreciation for the brand and the company. The team had great passion and motivation to work on a business case project. The presentation was professional, and the detail they included was exceptional considering the quick turnaround.

FOCUS ON CONCENTRATIONS

DIGITAL TRANSFORMATION

How to lead your organisation through digital innovation. You will look at how innovations such as AI, the Internet of Things, Big Data and blockchain can facilitate new business models.

FINANCE

Finance theory is in disarray – a new architecture is needed. You'll analyse financial bubbles, consider the part played by innovative financial engineering and examine the role played by banks.

CULTURE, ARTS &

Explores the arts and media perspective on issues confronting all business sectors - globalisation, technology, business model re-engineering, exploitation of intellectual property and much more.

A practical grounding in core skills: defining propositions, selling consultancy services, and delivering successful consulting assignments, before testing your abilities in a real consulting environment.

ENTREPRENEURSHIP

How to start a business and grow it successfully. You will also develop core enterprising skills that will help you as an employee in an organisation if you're not yet ready to start your own business.

HEALTHCARE STRATEGIES

Healthcare is politically sensitive, subject to constant technological and scientific advances. We address the difficult circumstances prompted by demographic and lifestyle changes.

ENERGY & ENVIRONMENT

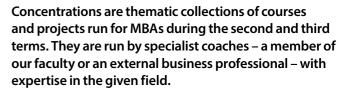
Explores energy economics and policy. In a volatile age when energy is increasingly at the top of the agenda, managers need to understand how this is likely to change the business environment.

SUSTAINABLE BUSINESS

Designed to provide our students with

a comprehensive understanding of sustainable business practices. Students will learn about sustainable business strategies, supply chain management, the UN Sustainable Development Goals, and stakeholder engagement.

Learn how businesses tackle real-world and relevant marketing issues. A highlight of the module is the contribution of senior industry speakers who use real-life examples.



You choose one Concentration and a set of related electives. Concentrations also include 'coach nights' – sessions run by the Coach and typically involving external speakers – in which students discuss what they have learned.

Each Concentration culminates in a final team project, where teams present their findings in a simulated boardroom situation.

CONCENTRATIONS CAN HELP:

- Increase your employability If you want to move into a new sector, or you want to increase your understanding of an industry.
- Broaden your perspective Many students use the opportunity to glimpse a world they might not otherwise experience, expanding their skillset.
- Expand networks and open doors
- Focus your pathway Having a range of suggested electives, alongside other courses, offers flexibility. But it is also a clearly signposted road with additional coaching, expertise and discussion.



CASE STUDY: CONCENTRATIONS



Concentration Coach: Jane Davies

HEALTHCARE STRATEGIES

Coach Night '

Jane Davies, a tour of the health sector and what to expect from the Concentration

Coach Night 2

Speaker from Outcomes Based Healthcare

Coach Night

Healthcare Specialist from IBM EMEA

Coach Night 4

Speaker from Health and Life Sciences, KPMG

The final projec

Student teams presented to a panel of industry experts on a question relating to healthcare, such as how a start-up should sell into the NHS, big data and the health sector, or developing a business plan for the organisation of a new service for a long-term condition.





Concentration Coach Chris Coleridge

STRATEGY

Coach night 1

Strategy Formulation – the consultant's view Speaker from McKinsey

Coach night 2

Strategy Formulation – a CEO's view Speaker: Alex Asseily, a British-Lebanese entrepreneur and investor

Coach night 3

Strategy Formulation and cultural design – a CEO's view Speaker: CEO of Treatt plc

Coach night 4

Doing Good While Doing Well in the MNE Speaker: Director of Vodafone Group Foundation

The final project

The student teams were asked to choose an organisation to study, interview senior executives to discover key strategic challenges, and use their analysis to make recommendations for improvement or fine-tuning of their strategy-making approach in a group presentation and written summary.

Each Concentration consists of four Coach Nights, during which the Coaches or external speakers host workshops or panel discussions.

52 | The Cambridge MBA Curriculum for growth | 53

CAREER

DEVELOPMENT PROGRAMME

The MBA is a masters degree programme with educational goals, but it is designed to impact your career, immediately.

The Career Development Programme runs alongside your academic curriculum, offering you professional and personal development as well as practical skills for finding, applying for and securing jobs.

Our optimised class size allows us to customise the careers provision – we offer individual time and support to understand your personal goals.

Our provision covers the following areas:

- Your personal brand and impact
- Building your network
- Job search
- Applying and Interviewing
- Negotiating
- Sector insights and research
- Starting a business.

A summary of outcomes (class of 2021/22)

- 97% switched at least country, function or industry
- 42% switched all three
- 94% employed three months out
- 94% received job offers within three months
- Employed in 24 countries
- £92,501* average package salary.

To see what the Cambridge Judge MBA has helped our recent alumni achieve, read our Employment Report 2023, available at: www.jbs.cam.ac.uk/programmes/mba/careers



INDIVIDUAL ADVISORY AND COACHING

The size of our MBA cohort allows for a highly personalised career development programme. You receive in-depth, individual advisory and coaching sessions throughout the year from members of the dedicated MBA Careers Team at the School, as well as from external careers consultants with specialisms in industry sectors.

Sessions and activities start before the programme even begins – as part of our Onboarding process. They are designed to debrief your self-assessment report, identify and refine your career goals, and support you in developing a realistic strategy to get the job you want.

PRACTICAL WORKSHOPS

These structured sessions help you define your personal career goals, plan your career strategy, conduct research and job searches, and then manage the application and interview process.

Typically, over 90 per cent of our MBA graduates are employed three months after finishing their MBA studies.

RELATIONSHIP WITH EMPLOYERS

The Careers team manages relationships with international companies looking to hire MBAs. Throughout the year we run a variety of events hosted by leading name employers. Employers also post roles on the Online Careers Centre, contact students directly having identified them as potential candidates, and work one-to-one with the Careers team to share job opportunities.

SPECIAL INTEREST GROUPS (SIGs)

MBAs can join special interest groups that represent different industry sectors. These are supported by the Careers team in pinpointing employability opportunities: conferences, speakers, contact with alumni, and visits to companies.





Founded

1209

Nobel Prize winners

90

Colleges

31

Overall number of students at the University

19,000+

Size of alumni network

200,000+

Follow-on funding raised by University portfolio companies

£1.2bn+



INSPIRATIONAL& IMPACTFUL

Sharing our values of open-mindedness, inclusivity, ambition and innovation begins with our choice of those who teach you. Our world-class faculty has around 70 members, representing all continents. Their research interests span the globe and the full spectrum of business issues.

Our teaching is always evolving – just like the world around us. Many of our academics are leaders in their field, creating new insight and applying the latest thinking to real-world issues. They bring their knowledge and inspiration to their teaching to create a transformational learning experience.

As a fully integrated department of one of the most prestigious universities in the world, we are able to host one of the largest concentrations of interdisciplinary business and management research activity in Europe. And scholars from across the University of Cambridge are always keen to collaborate with students from Cambridge Judge.

As an MBA you can also engage with the activities of our various research centres at the School such as the Entrepreneurship Centre, the Wo+Men's Leadership Centre and the Centre for Social Innovation.

Explore research and faculty at CJBS online: www.jbs.cam.ac.uk/faculty-research

The Cambridge MBA Communities and networks 59

DIVERSE, INCLUSIVE, WITH EQUAL OPPORTUNITY FOR ALL

Cambridge Judge Business School places diversity, equality and inclusion at the heart of our activities and collective consciousness.

All students are welcomed members of our community. You can be your authentic self here and learn in a safe environment with equal opportunity for all.

We want to attract students from all backgrounds, countries, cultures, identities and orientations to our programmes. We have initiatives and scholarships in place to support this goal.

We work with partners, such as Reaching Out MBA (ROMBA) and the Forté Foundation to support underrepresented groups in their business education journey.

Our mission is to bring positive change to business and society through collaborating on important issues. A diverse community is the engine to achieve these goals.

The University, colleges and Cambridge Judge supports and encourages all under-represented groups, promotes an inclusive culture of equality, and values diversity.

You will find numerous clubs and societies in each of these communities to support and connect specific groups. At CJBS, student 'Special Interest Groups', or SIGs as we call them, will be an important part of your experience. There are SIGs covering regions and countries, LGBTQIA+, for women and military veterans, and many focusing on sectors.

There are hundreds of clubs and societies in the wider University and college communities – visit the University website for more information.

www.postgraduate.study.cam.ac.uk/why-cambridge/ student-life

More than 15% of our overall University student population has disclosed a disability. If you have a specific learning difficulty, long-term physical or mental health condition or disability, you can rely on support throughout the admissions process and during your time studying here.

You can learn more about the wide range of resources around financing, learning and assessment support, and admissions accessibility online at the Disability Resource Centre website.

www.disability.admin.cam.ac.uk

Your wellbeing is important to us

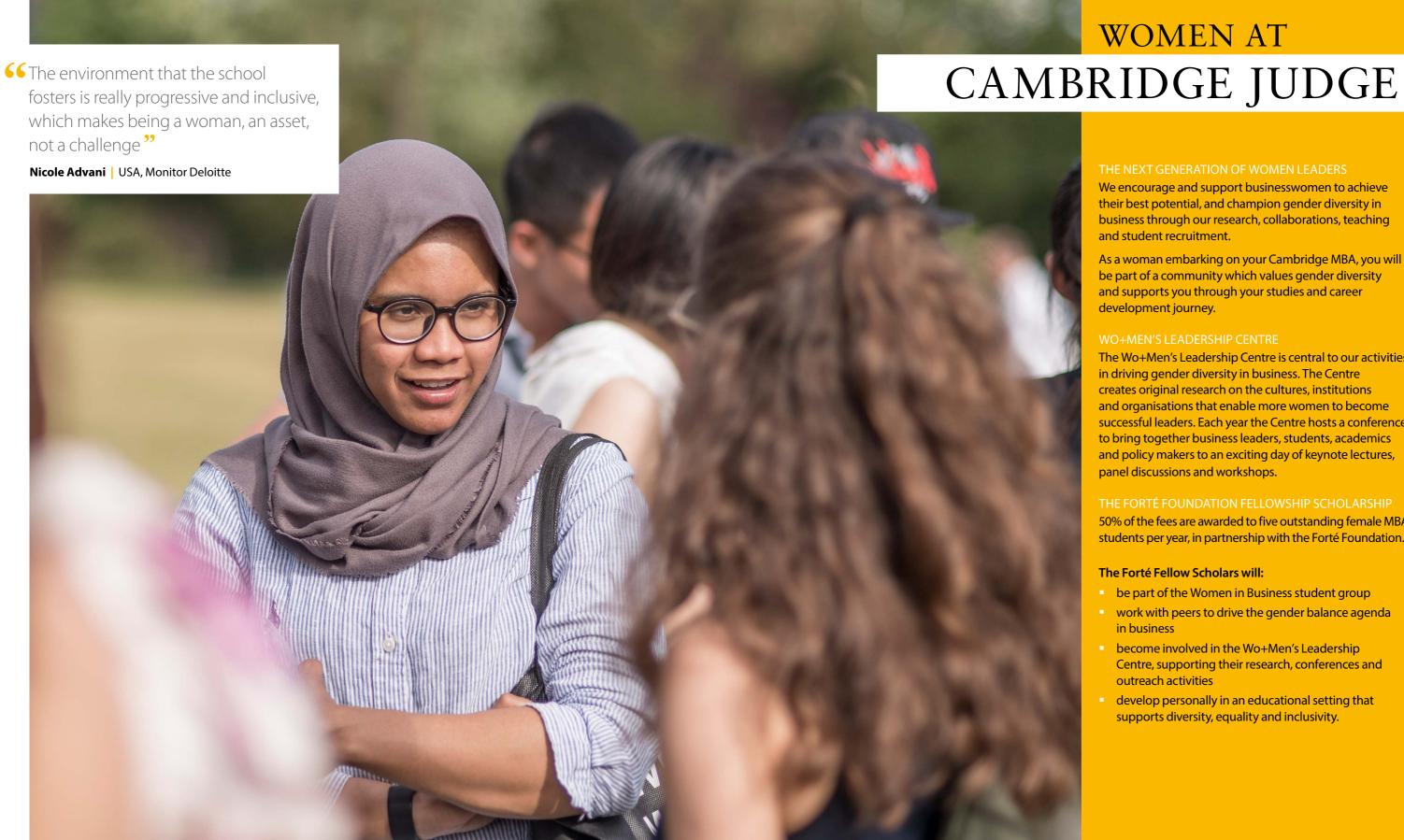
We're committed to supporting your wellbeing during your time studying in Cambridge. All students have access to a wide network of welfare resources to support you and your Cambridge experience.

As postgraduate students, moving to Cambridge for study can be more complex, especially if you have dependents. The Accommodation Service and Childcare Office can help answer any questions and try to help make your move as smooth as possible.

www.postgraduate.study.cam.ac.uk/why-cambridge/support



Communities and networks | 61 **60** The Cambridge MBA



We encourage and support businesswomen to achieve their best potential, and champion gender diversity in business through our research, collaborations, teaching and student recruitment.

As a woman embarking on your Cambridge MBA, you will be part of a community which values gender diversity and supports you through your studies and career development journey.

WO+MEN'S LEADERSHIP CENTRE

The Wo+Men's Leadership Centre is central to our activities in driving gender diversity in business. The Centre creates original research on the cultures, institutions and organisations that enable more women to become successful leaders. Each year the Centre hosts a conference to bring together business leaders, students, academics and policy makers to an exciting day of keynote lectures, panel discussions and workshops.

50% of the fees are awarded to five outstanding female MBA students per year, in partnership with the Forté Foundation.

The Forté Fellow Scholars will:

- be part of the Women in Business student group
- work with peers to drive the gender balance agenda in business
- become involved in the Wo+Men's Leadership Centre, supporting their research, conferences and outreach activities
- develop personally in an educational setting that supports diversity, equality and inclusivity.

Communities and networks | 63 **62** The Cambridge MBA

ALUMNI PROFILE: Julie Wang

Why did you choose Cambridge Judge Business School?

I came to Cambridge for my MBA because of the wider city eco-system, the Cambridge Cluster and the start-up culture in the city and region as a whole.

Was there anything unusual about your studies?

Shortly after accepting the offer from Cambridge, I found out I was pregnant. It required a lot of planning and negotiation with my family but, luckily, my husband was able to take an extended paternity leave.

How did you cope with your family while studying?

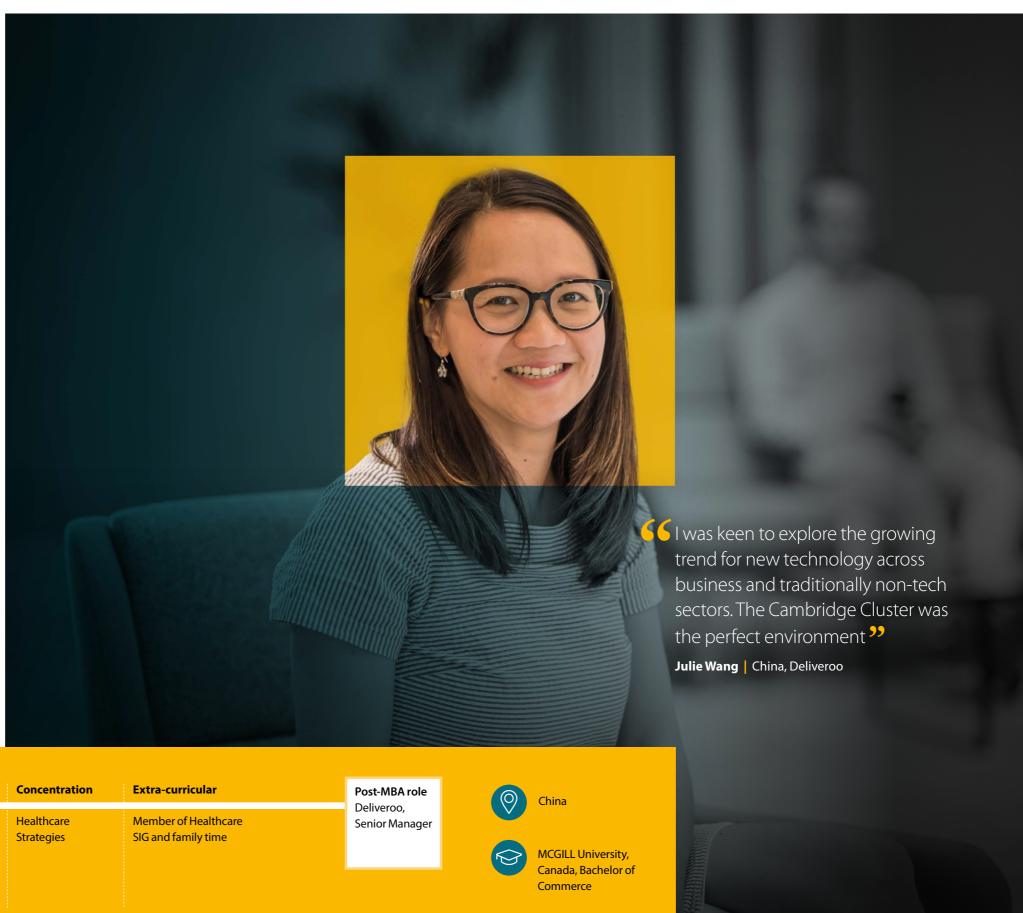
I found a nursery for my eldest before relocating. Also, I was fortunate that my mother lived close by.

How did you manage your accommodation?

I wanted to live close to the nursery and the Business School so that I could maximise my time available for both school and family. Cambridge is a relatively small city, and the Business School is located centrally, which made this possible.

What was your MBA highlight?

Becoming a member of Healthcare SIG – and having a baby during my studies!



MY LEARNING JOURNEY

Pre-MBA role **Electives Projects** GSK, Audit Global Marketing Pharmaceuticals & Biotechnology Manager Genomics England Doing Good Well: Leading Social Innovation for Local & Global Impact The Lego Group Managing Big Data Analysis Risk Management & Strategic Planning

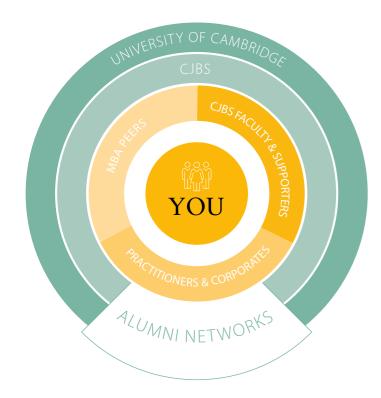
ALUMNI, WIDE-REACHING & INFLUENTIAL

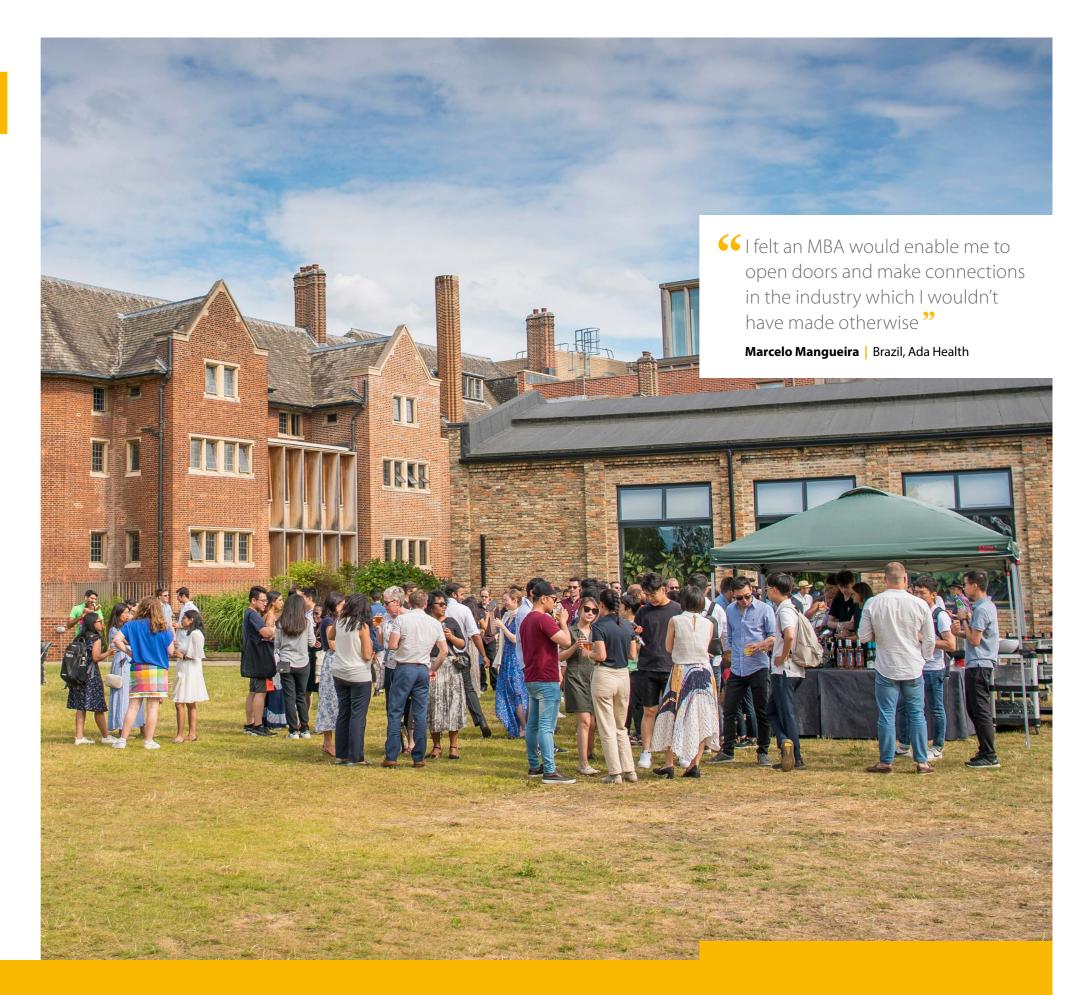
You become a member of a large global network from the moment you accept an offer to join our MBA class. MBA alumni of Cambridge Judge Business School work all over the world in a fascinating range of roles and organisations.

Their Cambridge MBA led them in unexpected directions, often presenting opportunities for taking up new job functions, in new sectors or geographic locations after graduating. As will yours.

You will learn from your peers, supporting each other and building relationships before the course even begins, by attending careers treks and orientation events. During your MBA, you will meet with people from a variety of sectors and organisations, both within the School and the wider University.

Once you have finished your MBA, you can continue to develop these relationships through the 400+ alumni groups worldwide.





ALUMNI PROFILE: Oladele Olafuyi

Why did you choose Cambridge Judge Business School?

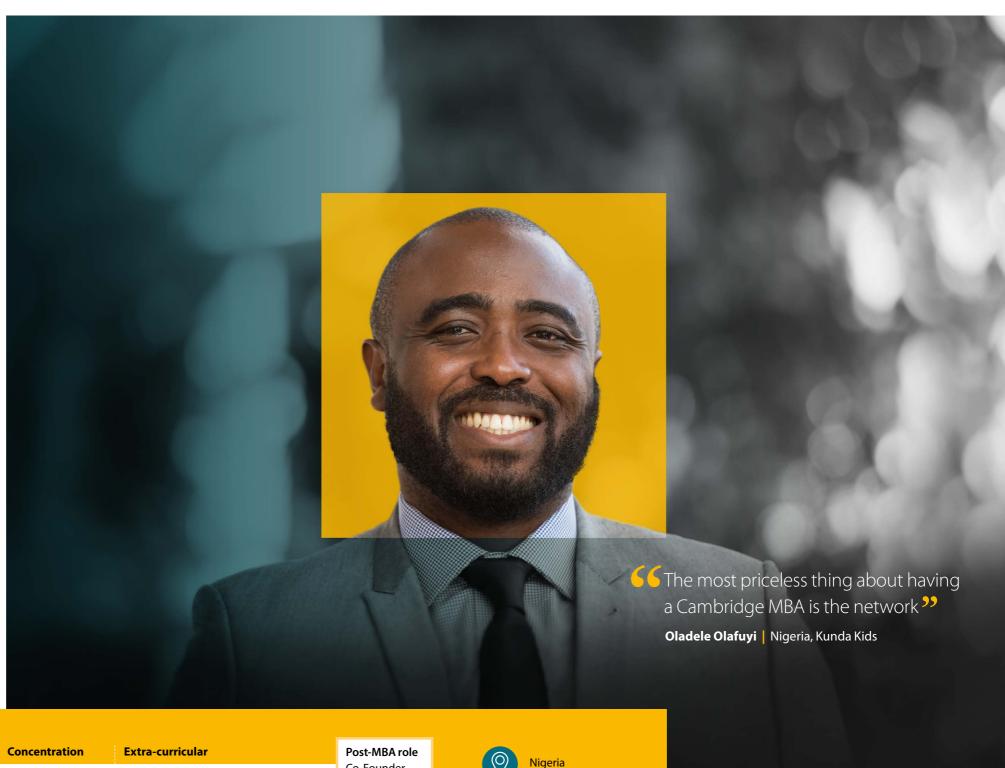
I had plans for a start-up – my wife and I recently launched Kunda Kids, a content creation studio, sharing African stories with the rest of the world. I wanted to drive diversity and inclusion of African children's books all over the globe. The Cambridge MBA played a huge role in making it possible. It gave me the drive to be an entrepreneur, as well as the skills I needed to succeed. My MBA was a year of transformation.

How did the project work help you?

We knew it was almost impossible to write and illustrate four picture books within five months. The CVP taught me how to put in a system where individuals come together to deliver a great product.

What was your MBA highlight?

The most priceless thing about having a Cambridge MBA is the network. Friends in my MBA cohort supported us on market strategy, pricing and editorial content when we launched our start-up. Classmates marketed the books with so much passion.

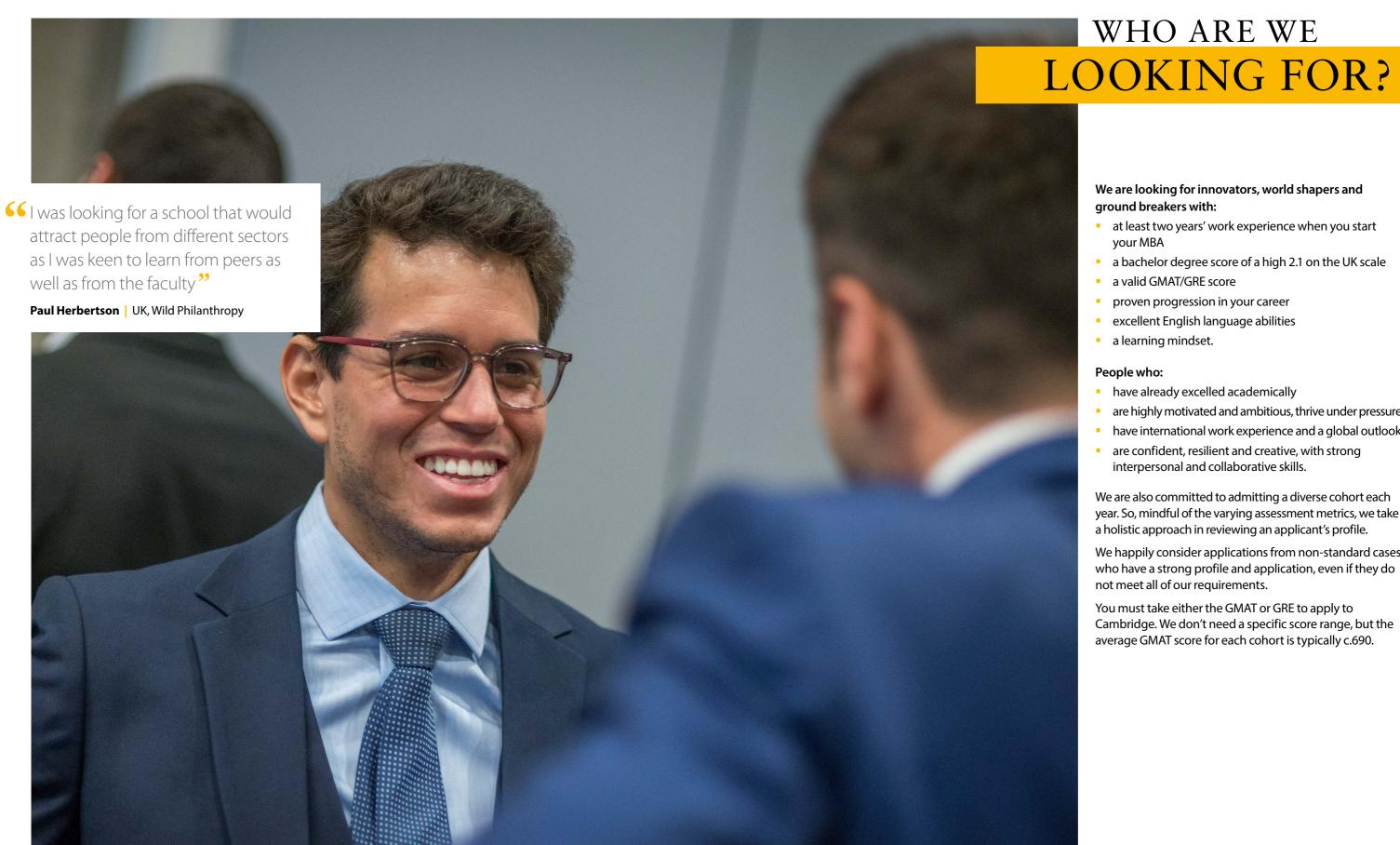


MY LEARNING JOURNEY

Pre-MBA role **Electives Projects** Co-Founder British American Digital Marketing CAMBRIDGE VENTURE Digital Marketing Carnegie and CEO, How to Think Strategically Transformation Hall in New York Tobacco, Kunda Kids Marketing & Innovation in Emerging Nigeria, Area University of Ibidan, Trade Marketing **Economies** Nigeria, BSc Food Carnegie Hall and Distribution Advanced Digital Business **Technology** Managing Big Data Analysis Manager Strategic Change & Renewal International Business The International Film & Screen Industries



Applications 71 **70** The Cambridge MBA



We are looking for innovators, world shapers and ground breakers with:

- at least two years' work experience when you start
- a bachelor degree score of a high 2.1 on the UK scale
- a valid GMAT/GRE score
- proven progression in your career
- excellent English language abilities
- a learning mindset.

People who:

- have already excelled academically
- are highly motivated and ambitious, thrive under pressure
- have international work experience and a global outlook
- are confident, resilient and creative, with strong interpersonal and collaborative skills.

We are also committed to admitting a diverse cohort each year. So, mindful of the varying assessment metrics, we take a holistic approach in reviewing an applicant's profile.

We happily consider applications from non-standard cases who have a strong profile and application, even if they do not meet all of our requirements.

You must take either the GMAT or GRE to apply to Cambridge. We don't need a specific score range, but the average GMAT score for each cohort is typically c.690.

Applications | 73 **72** The Cambridge MBA

THE APPLICATION **PROCESS**

Our online application process is clear and simple. Once you create an account and start your application, you can save your work and complete as

To apply you will need:

- A valid GMAT/GRE score
- One reference from a supervisor
- Answers to the careers objective statement and three short essay questions
- £165 application fee
- Transcript of your undergraduate degree, detailing courses taken and level attained
- Proof of English language ability (TEFL/TOEFL certificate)

Application deadlines

There are five application rounds for entry in September each year. Our website has more details of the schedule.

your MBA application, please visit:







Start to prepare your application

SUGGESTED TIME: A month before the deadline.

Complete your application and submit online Feel free to use the checklist on the left to help you.

SUGGESTED TIME: 4 weeks





Application reviewed by Admissions Committee

If your application is successful you will be invited to an interview. If your interview is successful, we will be happy to offer you a place.

TIME: 3 weeks after the relevant deadline

Accepting an offer

Your first payment is required alongside your acceptance.

TIME: 3 weeks from offer





College placement

Your second payment is now due.

TIME: 6 weeks

Visa application process Relocation and settle in Cambridge.

TIME: 12 weeks



SECURING LOANS AND FUNDING

We understand that investing in an MBA is a big decision, but the outcomes for Cambridge Judge alumni prove the worth of the investment, time and again. The Admissions teams here at CJBS can help you consider how to meet the cost.

Students use a range of funding sources to fund their MBA year, from personal savings to family or bank loans, and employer support. Remember, not all funding needs to be in place when you apply. It's at the offer acceptance stage that you will need to show you have the funds in place.

Start planning early, be open minded, and keep sight of your end goal – the opportunities unveiled by a Cambridge degree, and the lifetime network you'll join, are well worth the undertaking.

As well as the scholarship awards, we do offer some bursaries based on merit, at the discretion of the Admissions committee, should you be successful at interview.

SCHOLARSHIPS AND BURSARIES

The scholarships available to Cambridge MBA students range from Cambridge Judge Business School bursaries, University of Cambridge and college scholarships, to external funding. If you want financial assistance with fees through scholarships, you should apply in the earlier rounds. Scholarships and bursaries range in the amount offered.

OUR CAMBRIDGE JUDGE BUSINESS SCHOOL SCHOLARSHIPS ARE:

Wider Cambridge: The Cambridge MBA Scholarship for Regional Diversity – Five awards of 50% of the fees, awarded during rounds one to five.

Wider Cambridge: The Cambridge MBA Scholarship for Professional Diversity – Five awards of 50% of the fees, awarded during rounds one to five.

The Forté Foundation Fellowship for Women – Five awards of 50% of the fees, awarded during rounds one to four only.

The Cambridge MBA Scholarship for Entrepreneurs – Three awards of £15,000 each, awarded during rounds one to three.

The Cambridge MBA Scholarship for Technology Advancement – Three awards of £15,000 each, awarded during rounds one to three.

The Cambridge Judge Dean's Scholarship for
Outstanding Academic achievement – Three awards of
£15,000 each, awarded during rounds one to three.

The Reaching Out MBA Fellowship Scholarships for the LGBTQ+ Community – Two awards of 50% of the fees, rolling until awarded.

The Cambridge MBA Scholarships for Military

Veterans – Two awards of £15,000, rolling until awarded.

The Professor Nick Oliver MBA Scholarship for British Nationals – One award of £15,000, rolling until awarded.

The Professor Jochen Runde MBA Scholarship for South African Nationals – One award of £15,000, awarded in rounds one, two or three only.

All scholarships and bursaries are awarded before the start of the academic year. There are no funds that can be awarded after the school year has started. Candidates should not make financial plans assuming that they will receive funds after they have started the programme.

LOANS

The loans available to candidates holding an offer for the Cambridge MBA range from The Prodigy Finance Loan Programme, which has been exclusively created for MBA candidates, to Career Development Loans, and country-specific loans.

Please check our website for full details.



For more information on the eligibility and process for each of the above scholarships, please visit: www.jbs.cam.ac.uk/programmes/mba/fees-funding

76 The Cambridge MBA Applications 77

LET'S MEET

Visit our Events pages to see the up-to-date schedule and sign up instructions

MEET US

Chatting with Cambridge MBA staff and alumni online and in person is a great way to discover the life-changing benefits of a Cambridge MBA and the wider Cambridge experience.

MBA FAIRS

We attend some MBA fairs hosted online and in person by third-party organisations. Our website has a full schedule of upcoming fairs.

OPEN DAYS

We host regular Open Days both in person and on line. You will be invited to an information presentation, a sample lecture by a faculty member, and also a Q&A session with students and alumni.

WEBINARS

Our webinars range from an overview with our Admissions Manager to specific topics such as careers, entrepreneurship, and the University college experience.

EMAIL

mba-enquiries@jbs.cam.ac.uk



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Phone +44 (0)1223 339700

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o /cambridge_mba

cambridgembastories.com