

Cambridge Judge Business School • Executive Education

CAMBRIDGE GENERAL MANAGEMENT PROGRAMME



UNIVERSITY OF
CAMBRIDGE
Judge Business School

ExecutiveEducation



Cambridge General Management Programme (GMP)

Become a better decision-maker and manager. Stretch your thinking and increase your confidence.

Designed to broaden your business perspective and skills, the Cambridge General Management Programme (GMP) is an intense two-week learning experience. You will be immersed in an environment that will inspire and challenge you, leaving you ready to take the next step in your career. We offer a practical and skills-based approach which recognises that time is short and expectations are high.

You will fast-track your grasp of the core disciplines in management alongside more topical subjects. Knowing how these fundamentals interact builds a more strategic mindset, better problem-solving and decision-making. This all-round management education is crucial to improving as a manager and emerging as a leader.

Face to Face

- The programme comprises two weeks of learning
- Core teaching sessions take place from 9:00-17:00 UK time
- Opening session starts Sunday evening

Pre-programme launch

We have scheduled the two Online pre-programme launch and introduction sessions. These dates will be confirmed ahead of the programme.

- 9:00-10:00
- 14:00-15:00



Overview

Designed to broaden your business management perspective, skills and knowledge, the two-week Cambridge General Management Programme (GMP) is an intense learning experience which gives you the opportunity to step away from daily distractions and immerse yourself in an environment that will inspire and challenge you, leaving you ready to take the next step in your career. We offer a practical and skills-based approach which recognises that time is short and expectations are high.



"If you are looking to accelerating your transition to the next stage, then the Cambridge General Management Programme is for you. It is designed to broaden your business management perspective and knowledge base, strengthen your decision-making and leadership skills, and stretch your strategic thinking, and to prepare you for the next stages of your career and your business.."

PROFESSOR SHASHA LU
Academic Programme Director, Cambridge General Management Programme

The Cambridge General Management Programme will help you:

- Move into the next level of management, where you will face greater levels of expectation and decision-making. If you have recently made this transition, then the programme will consolidate your skills and fill in the knowledge gaps.
- Acquire the skills to enable a career shift; whether industry, sector, company, or your own business.
- Increase your team's performance, understand new trends, market demands and the strategic issues in the global marketplace.

Key management disciplines

- Strategy
- Marketing
- Finance
- Accounting
- Operations
- Economics.

Skills acquisition

- Persuasion and influence
- Leadership
- Decision-making
- Thinking about the unknown
- Behavioural economics.

Topical insights*

- Globalisation
- Marketing in the Digital Era
- Data analytics
- Business sustainability
- Frugal Innovation.

*By definition subject to change, these modules will ensure you are literate in the macro issues that affect business today and in the future.

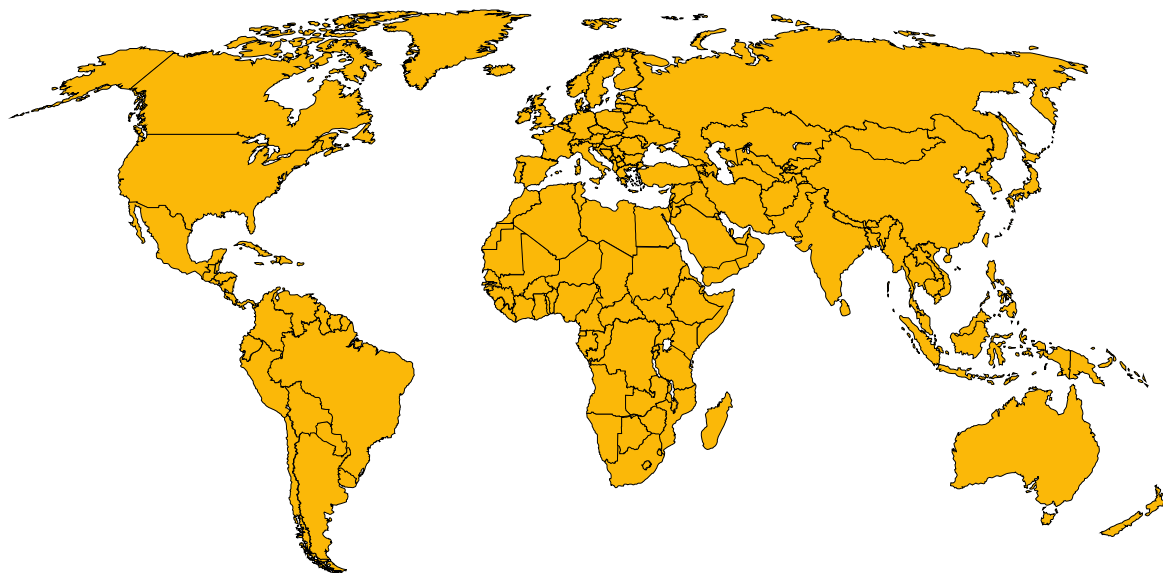


Who should attend

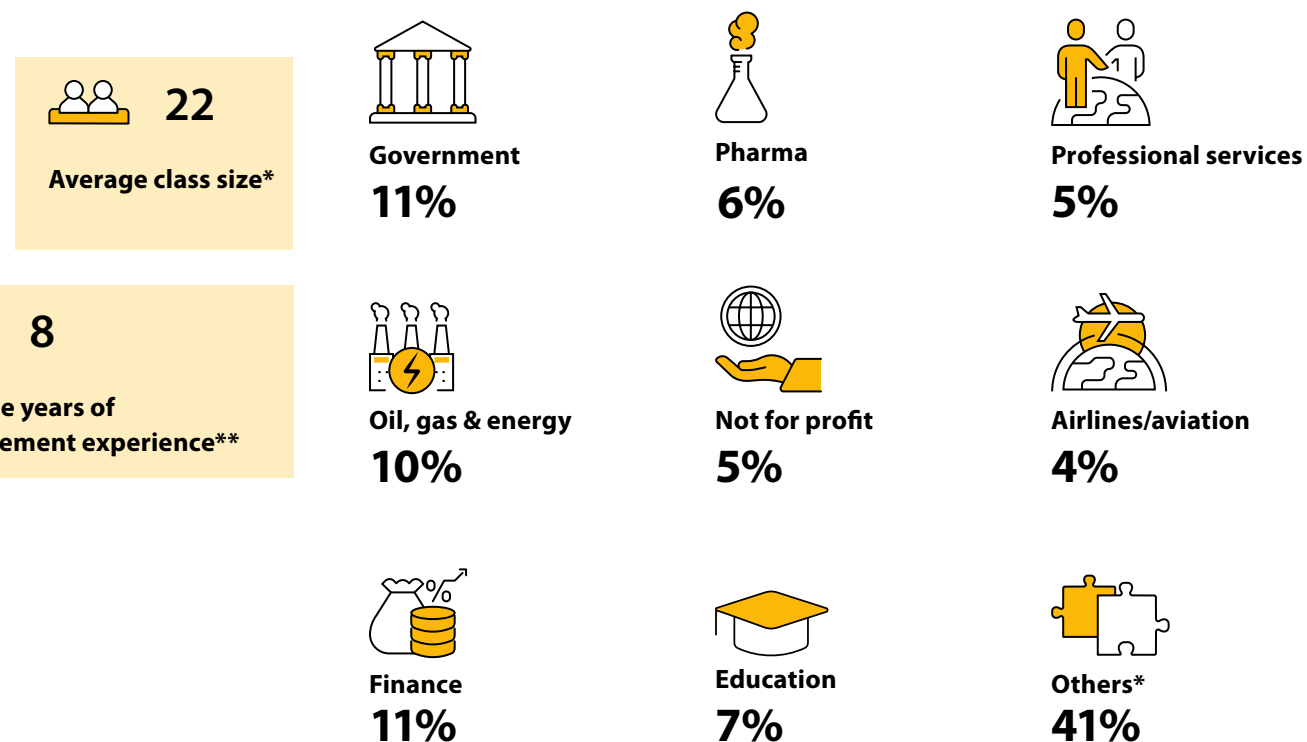
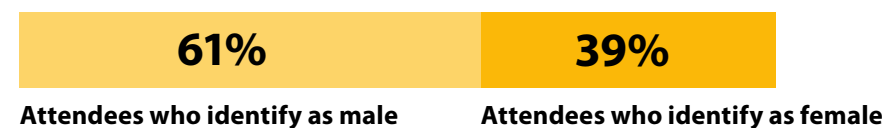
The programme is designed for highly motivated and ambitious managers. You are motivated to develop your management skills and knowledge, to increase your impact on your organization and advance your personal goals. You will have a minimum of five years' experience and be looking to move in to a more senior or general management role. You will not have a recent MBA, but you are looking for the skills, knowledge, experience and appreciation of the strategic issues that will give you the boost to take the next step.

Participant profile

Join a highly international and diverse group of like-minded peers – exchange ideas and experiences.



161 participants from **42 countries** across the globe have attended the GMP between 2017 and 2019.



*Others include: Media, Construction, Gaming, Consumer Goods and Services, Defence, Hospitality & Healthcare, Mining, Publishing, Research, Technology, Telecommunication & Utilities
These figures were taken from the seven GMP classes held in 2017-2019 (except years of management experience)
**Average years of experience of 2019 participants

"Participants on the programme can expect to be able to build on their specialist knowledge to become effective general managers. The two weeks are energising, challenging and a lot of fun."

Clare Shuttlewood, OCR, Head of Customer Management & Support

Your learning journey

The first week of the programme covers the more technical aspects of business that would typically be covered in a good MBA curriculum – strategy, operations, finance, accounting, marketing and economics.

The second half of the programme explores the more topical and skill-based aspects of management, which includes the power of persuasion, decision making using data, leadership, data analytics, business sustainability and globalisation.

Over the course of the programme, you will discuss, debate and gain insight from Cambridge academic faculty and an international and diverse peer group. We take a multidisciplinary approach to learning; creating an engaging two weeks where you will acquire new skills to take your career to the next level.



Key management disciplines

The central pillar of this programme is a grounding in the key management disciplines, with modules on:

- Strategy
- Operations
- Finance
- Accounting
- Marketing
- Economics.

Strategy

The sessions on strategy give you a top management perspective on business and organisations. They will introduce you to key concepts, models, frameworks and methods of strategic analysis, with a focus on their role in the practice of strategy.

By the end of this module, you will better understand:

- The philosophy, discipline and practice of strategy
- The basics of business strategy, their range of application and their limitations.





Operations

Operations covers the management and improvement of processes that are not only efficient, but also effective in providing the goods and/or services desired by customers. We will explore some practical tools and techniques for understanding customer value and minimising waste and variation in service delivery. A number of exercises and examples from service organisations will be used to illustrate these points.

By the end of this module, you will:

- Appreciate the complexity, variation and uncertainty inherent in managing an organisation's operations
- Understand the key decisions and challenges of managing an operation efficiently and effectively to achieve customer value and satisfaction
- Be able to examine a service critically and be able to make recommendations for improving performance.

Accounting

These sessions examine 'good' financial performance, and look at ways in which accounting data can inform strategy, operations, HR and finance. You will construct simple accounts, read complex ones, identify areas where accounts can be manipulated and review the inferences which can be safely drawn from common accounting ratios.

By the end of this module, you will:

- Understand the usefulness and potential shortcomings of financial statements
- Be able to use financial statement data to frame questions about an organisation's finances, operations and strategy.



Finance

The sessions on finance will provide you with a framework to understand how to value and choose projects, understand the value of a company, and will examine how organisations should obtain financing.

By the end of this module, you will:

- Be able to develop a framework for financial analysis; evaluating some of the financial opportunities and challenges faced by firms
- Be able to calculate a company's cash-flows and understand its implications
- Understand and be able to apply discounted cash flow (DCF) and the multiples valuation methods.



Marketing

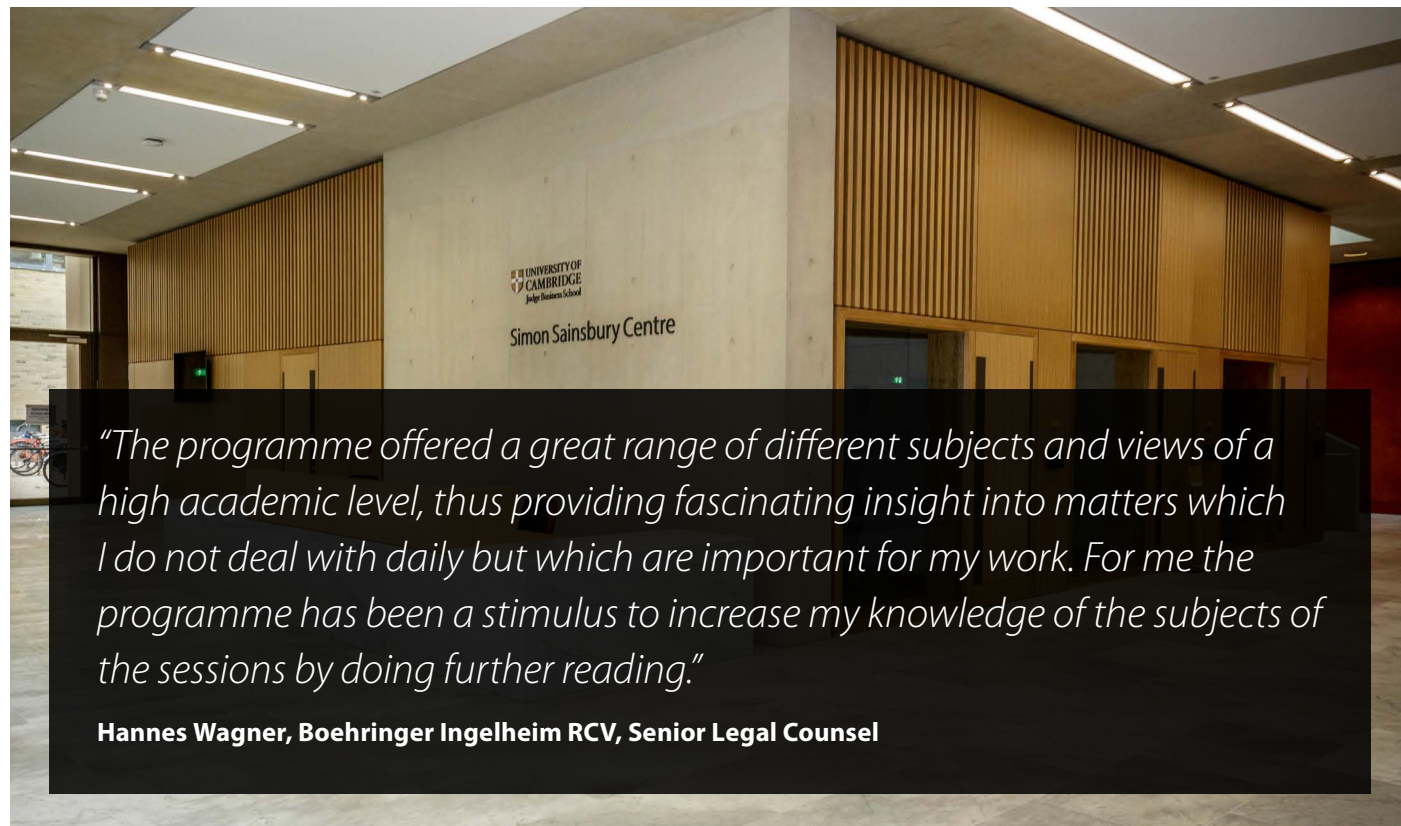
The marketing module aims to "demystify" marketing and to clarify and broaden its role within the firm, especially as far as strategic direction is concerned.

By the end of this module, you will better understand:

- Why marketing should be a driving strategic force
- Sources of competitive advantage and differentiation
- How the market, customer and competitor analysis
- The importance and techniques of brand positioning
- How to pursue optimal pricing.

"I was able to see the bigger picture for my organisation and the possible changes that can be made."

Faisal Al Sugeiri, Saudi Industrial Development Fund, Team Leader



"The programme offered a great range of different subjects and views of a high academic level, thus providing fascinating insight into matters which I do not deal with daily but which are important for my work. For me the programme has been a stimulus to increase my knowledge of the subjects of the sessions by doing further reading."

Hannes Wagner, Boehringer Ingelheim RCV, Senior Legal Counsel

Economics

This module provides an introduction to microeconomic and macroeconomic thinking, focusing on the organisation of the firm and strategic behaviour. This includes a brief overview of economics as a whole and business-relevant microeconomics, before moving on to costs. The sessions move on to strategic behaviour before introducing game theory tools that will improve your ability to think through strategy.

By the end of this module, you will better understand:

- How the macroeconomy is measured and the different components of the macroeconomy
- The debates on how the economy should be managed
- The economic theory of the firm, moving into practical issues such as transaction cost economics
- Game theory and the logic of strategic behaviour.



Skills acquisition

These modules will begin to round out your overall management education, giving you new skills and moving you from competent, well-versed manager into a skilled organisational leader.

- Leadership
- Decision-making
- Persuasion and influence
- Thinking about the unknown
- Behavioural economics.

Leadership

This session focuses on the major leadership essentials that bring effectiveness in the workplace. You will look at examples for various organisations and also draw on fellow participants’ own “experience”. In particular, you will explore three core elements: (i) leadership as rethinking – how can leaders change the status quo; (ii) leadership as relationship – how can you increase the motivation and performance of your employees; and (iii) leadership as meaning – how can you increase the sense of significance of your employees’ work and commitment.

By the end of this session, you will:

- Develop an awareness of personal assumptions and psychology underlying influencing and communications
- Understand the core elements of authenticity and transformational leadership
- Develop an awareness of how to operate in different leadership styles.



Decision-making

In this session, you will discuss what evidence-based decision-making is and how it can create value by helping organisations overcome the limitations of behavioural biases and use data to their advantage.

By the end of this session, you will:

- Learn how to frame a business problem through the lens of evidence-based decision-making; challenging your own assumptions and biases
- Be able to identify the right data for your challenges, and the steps for implementing an evidence-based decision-making process.

Persuasion and influence

In this session, you will analyse a classic movie as a case that illustrates interpersonal and team dynamics. This forms the basis of our analysis of persuasion and influence tactics. You will then explore how you may structure your relationships with colleagues to be more persuasive and get the buy-in for your ideas.



“This was one of the best experiences I’ve had so far in my career development. I not only appreciated that I could learn the mind and skillset needed for business, but also the fact that each session had clear messages to understand the idea and principal, which can be applied to our daily/future business. Now I am back in my office feeling fresh, and with confidence, ready to tackle the issues I need to overcome to develop our business further.”

Tomoko Orimoto, Section Chief, Otsuka Holdings

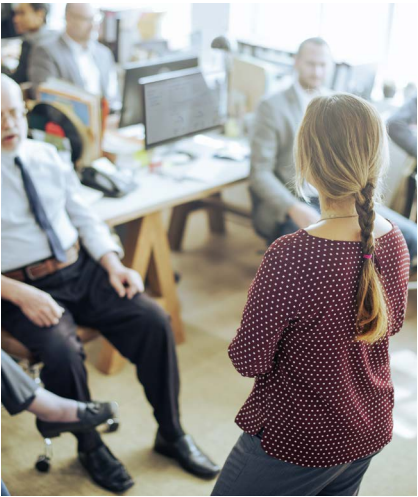


Thinking about the unknown

This session introduces the concepts of “unknown unknowns” and “black swans” in imagining possible futures. It will argue that while some “unknown unknowns” are undiscoverable, others may well be, and that there are ways to improve our ability to uncover them. You will be shown a recently developed method to help you create future scenarios, and which is designed to overcome cognitive biases.

By the end of the session, you will have:

- An understanding of “unknown unknowns” and “black swans” in the context of scenario creation
- An appreciation of the cognitive biases that hamper our abilities to create effective scenarios
- The ability to use a new tool designed to improve performance in scenario creation.




Behavioural economics

Behavioural economics studies how psychological factors influence people in economic activities. This session is an introduction to this vast topic with illuminating examples from academic research, corporates, and public policies. You will examine how limitations in reasoning, psychological biases and social inclinations such as fairness can shape human interactions in the workplace. You will also look at the topic of “nudging” with which policy makers seek to influence behaviour.

By the end of this session, you will:

- Appreciate how psychology, reasoning and social biases shape human interactions
- Appreciate the applications of behavioural economics to influence (“nudge”) people’s behaviour
- Apply such insights to in-class exercises.



Topical insights

The Cambridge GMP is one of the longest running programmes in Open programmes portfolio, running for over 10-years. In practice, this means that the curriculum is tried and tested and well developed to offer unrivalled quality, relevance, intensity, and challenge – fully preparing you for future career success. This does not exclude the fact that the programme evolves with the times, remains modern and relevant in content. This mean the topical sessions are subject to change and will be confirmed on the lead up to each programme start date.

- Business sustainability
- Marketing in the Digital Era
- Globalisation
- Frugal Innovation
- Data analytics.



Business sustainability

An overwhelming majority of CEOs – 93% – believe sustainability is key to business success. Yet only 33% consider that business is currently doing enough to address global sustainability challenges. This session will use a team-based simulation to explore the underlying dynamics of unsustainability. Introducing a systems approach to thinking about complex problems, you will explore frameworks and tools to prioritise and gain traction on sustainability challenges.

By the end of this session, you will be able to:

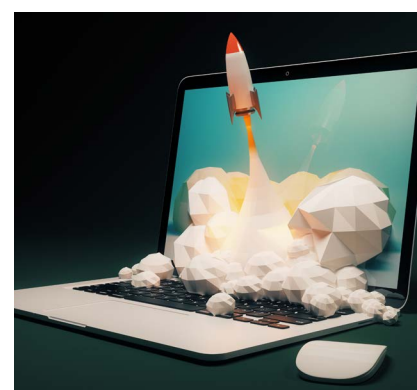
- Think strategically about the complex issues facing business in relation to sustainability
- Apply systems thinking to sustainability and other complex problems, identifying opportunities for change and leverage
- Use frameworks and approaches that are effective for advancing sustainability issues within organisations.

Marketing in the Digital Era

This session aims to help you understand today's digital environment and identifies several core topics involved in digital marketing. This covers digital marketing frameworks, digital platforms and content and digital analytics.

By the end of this session, you will:

- Have a deeper understanding of the digital technologies, tools and platforms available to marketers, and digital marketing frameworks
- Be more familiar with digital marketing terminology, metrics and technologies
- Evaluate and improve digital marketing practice to meet specific business objectives.

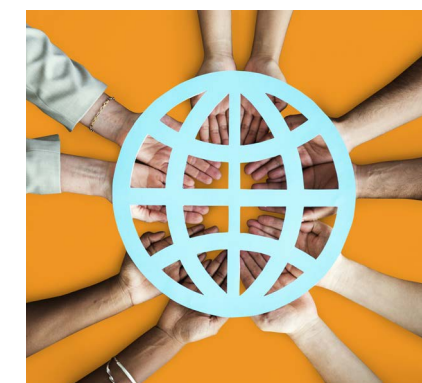


Globalisation

In this session, you will be introduced to the notion of globalisation, and will analyse the current state of the economy. You will also examine the future prospects for the global economy.

By the end of this session, you will:

- Understand the historical evolution of globalisation
- Understand the current developments in the world economy.



Frugal Innovation

Around the world, small teams are increasingly empowered to do with limited resources what only large firms or the government could do in the past. Ubiquitous tools and technologies such as smart phones, cloud computing, 3D printers, crowdfunding, and social media, have given rise to grassroots innovation and entrepreneurship exemplified by the maker movement and the sharing economy.

In this session you will:

- Discover the phenomenon of frugal innovation
- Discuss principles of frugal innovation in developed and emerging economies
- Learn how it's revolutionising how innovation and marketing are done in large and small firms alike.
- Look at a look at how large firms and start-ups are applying these principles globally.
- Workshop to apply these ideas to areas of relevance to your own context.


Leadership and coaching module

The programme features a leadership and coaching module, designed to provide you with an understanding of what leadership means, and what 'effective leadership' looks like.

This module will help you understand different leadership styles, enhance your knowledge of leadership, enable you to identify the type of leader you would like to be. You will honing the leadership traits that are most important to you and grow towards your aspirations as a leader.

You will benefit from:

- A classroom session on leadership
- A classroom session introducing the role coaching can play in your career; how to use it and how to start coaching your own people
- Three post-programme virtual coaching sessions (1 hour each) to explore how these concepts can work best for you.



Wellbeing Programme (Optional)

The demands of performing at a high level can have a detrimental effect on personal wellbeing and relationships with colleagues, employees and family. Your potential as a manager and leader will be greatly enhanced if your mind and body are working in harmony and at their peak. We have tailored a wellbeing programme especially for GMP participants, combining education, science and physical and behavioural coaching with tailored exercise to run throughout your time here in Cambridge. The Wellbeing Programme offers you the chance to learn about and take control of your physical and mental wellbeing.



Alumni status

Upon completing the programme, participants become associate members of the Cambridge Judge Business School global network of graduates and business-focused University of Cambridge alumni, faculty and staff.

This network enables members to access and connect with fellow CJBS with alumni groups in over over 40 country, receive newsletter updates on the latest research and thinking from the school, invitation to alumni events, 20% off any future open enrolment executive education programmes, access to a variety of resources - including EBSCO's Business Source complete database and a CJBS.net email for life.



Programme application

Selection process

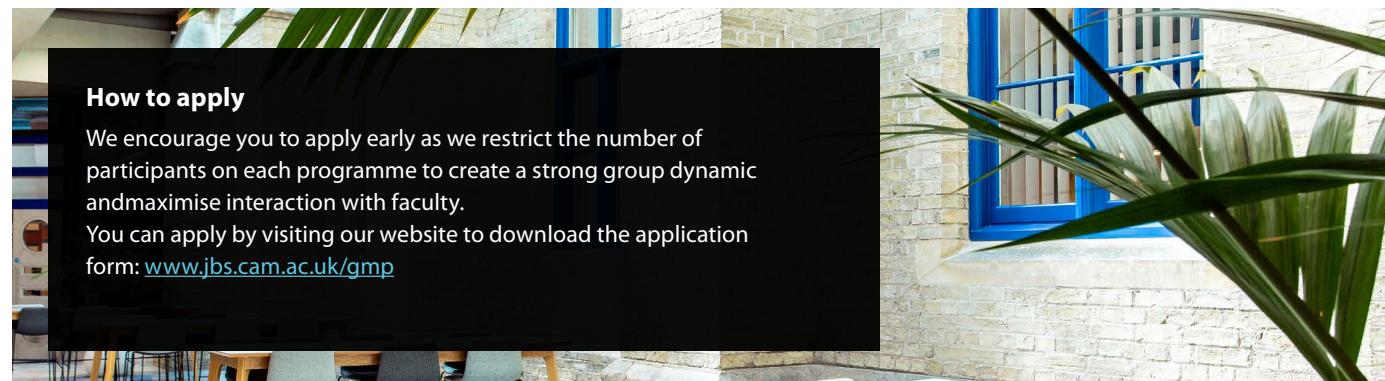
We adopt a careful approach to building our cohort for the Cambridge General Management Programme led by the dedicated programme director. We look to welcome outstanding people to join a group whose objectives and experience are well matched and will work effectively together.

It is important to us that participants get the most out of the programme and are well prepared before attending. On receipt of your completed application form, a decision will be made and communicated within five working days. Please note fluent English is required to get the most out of the programme content.

How to apply

We encourage you to apply early as we restrict the number of participants on each programme to create a strong group dynamic and maximise interaction with faculty.

You can apply by visiting our website to download the application form: www.jbs.cam.ac.uk/gmp



Certificate of Attendance

Upon successful completion of the programme, you will be awarded a digital certificate of attendance by Cambridge Judge Business School Executive Education.

- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people
- Ability to embed on your website or email
- Available for download in digital format and print.

Participant's perspective

"The programme is extremely well designed and offers a great balance between theoretical and practical management principles."

Sergio A. Febles Lopesan Hotel Group Corporate Commercial & Marketing Director

Sergio explains what impressed him about the programme. "It was for me, a real privilege to experience one of the finest executive education learning environments available in Europe. The General Management Programme at Cambridge Judge Business School provided me with real intellectual challenges, stimulated my thinking and gave me some new business management insights. The internationally renowned faculty team were truly inspiring, operating at the highest level of executive education. The programme is extremely well designed and offers a great balance between theoretical and practical management principles. Marketing, finance, economics, industrial psychology strategies and operations management are all brilliantly presented in this intensive programme which has broadened my business perspectives and management skills. I was particularly struck by how fellow participants had joined the programme from all over the world. This generated some invaluable sharing of international business experiences which helped to inform our everyday discussions. The programme should also be highly praised for developing a sense of empowerment and helping you to build your own self-confidence. I have no doubt that anyone attending the programme will fulfill their expectations and ultimately become a better and more effective general manager. This clearly has both individual and organisational benefits."



"I don't think there was a single session when I didn't leave thinking! We could do things differently and for the better."

Simon Bradbeer Gatic, A division of The Alumasc Group plc, Director of Research, Development and Innovation

Participant's perspective

Simon describes his experience on the Cambridge General Management Programme, why he chose it and what he and a colleague, Sarah Lee, Group Financial Controller of The Alumasc Group plc, who was part of the same cohort, found most beneficial.

Paul Hooper, our Group CEO had previously experienced some sessions of the Cambridge Judge Business School General Management Programme and was really impressed by the faculty, the environment and the people he spent time with.

After discussions with our HR function, Paul decided to identify a group of 'senior' managers who might be potential business leaders of the future. Sarah and I were fortunate enough to be selected. I was eager to learn about other aspects of business that I don't encounter on a day-to-day basis. I could see a real benefit in gaining greater insight, understanding and appreciation of the different functions and how they interact with each other. Having a broader perspective allows you to understand how decisions taken in one area of the business can have implications and consequences in another function. My colleague, Sarah described how since attending the Cambridge GMP, she has "approached challenging situations with a more holistic view, considering the business-wide consequences rather than simply the financial impact."

Some of the concepts we explored on the programme looked at different ways of organising a business and allowed me to consider how we might best utilise our assets and align the functions to generate more value. I was really stretched and challenged to think in a different way in order to get a better outcome. I was quite humbled that the majority of the class were from overseas and often from large organisations, but it immediately struck me that we all faced very similar challenges. Through discussions in our lectures, it became clear that we often handled issues in very different ways, these insights will encourage me to explore other solutions going forward. I don't think there was a single session when I didn't leave thinking – we could do things differently and for the better.

Having completed the programme, I gained new tools and concepts to apply together with some really excellent learning materials to refer to and ongoing access to a business network of highly experienced senior managers who had been through the same programme as us. As Sarah put it, "I really enjoyed the overall Cambridge experience and would recommend the programme to anyone who wants to develop personally and progress their career."

What I learnt on the Cambridge General Management Programme will help change the course of the ship for a better outcome and inform our strategy over the next five years.



"...we are sending all our high potentials on the Cambridge programme."

Paul Hooper, The Alumasc Group plc Chief Executive

Sponsoring Executive's perspective

Sponsoring executive, Paul Hooper, had this to say about the programme and its impact on the business since Simon and Sarah returned to work. "Simon and Sarah are two of six 'high flyers' currently identified within our group of companies we wish to invest in, and also reward them for their significant contribution to date. Having reviewed a number of general management programmes, the Cambridge offering was the best fit with our organisational needs. It covers a range of topics in the depth required to broaden the horizons, and I felt our high potentials would be able to relate the course materials to their practical business knowledge, enabling them to see the bigger picture.

On returning to work, Simon and Sarah could not have been more effusive about their Cambridge experiences and appear to be even more motivated, the feedback I received is extremely positive. It has given them greater confidence, knowledge and an appreciation of operational areas they are not directly involved in. We are already seeing a broadening of abilities and the impact this is having on the business. As a result, we are sending all our high potentials on the Cambridge programme."

Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



PROFESSOR JOCHEN RUNDE
Professor of Economics and Organisation

Jochen’s research interests include decision-making under extreme uncertainty, social ontology and the ontology of technology, explanation in the social sciences, innovation and entrepreneurship, institutional economics, and the economics of the Austrian School.



PROFESSOR THOMAS ROULET
Professor of Organisational Sociology and Leadership

Professor Roulet is a social scientist researching and teaching how individuals and organisations can lead social change, and adapt to a changing workplace, especially around wellbeing. He also consults for and advise policy makers, public and private organisations on those issues.



DR SHASHA LU
University Lecturer in Marketing

Shasha combines state-of-art machine learning and using computer vision techniques with marketing models to gain better customer insights and improve business practice. Her research interests are in the area of Digital Advertising, Artificial Empathy (Visual data-Based), Visual Product Design and Optimisation, Visual-based Data Mining and Marketing Strategies.



PROFESSOR NEKTARIOS ORAIOPOULOS
Professor of Operations and Technology Managment

Professor Nektarios researches business analytics and data-driven decision-making processes, technology and R&D management. I’ve worked closely on research projects with numerous executives from the biopharmaceutical industry, both in large pharmaceutical organisations and small biotech companies.



PROFESSOR MICHAEL WILLIS
Management Practice Associate Professor

Michael’s primary areas of research include disclosure regulation, regulatory enforcement, financial reporting choices, and accounting-based capital markets research. He was previously a Senior Instructor at the University of Colorado Boulder.



PROFESSOR DAVID STILLWELL
Professor of Computational Social Science

Professor Stillwell’s research interests include psychometrics, psychology, decision-making, and social networks. He uses big data to understand psychology, and I also do consultancy on the topics of psychometrics, and people analytics.



DR ALLÈGRE HADIDA
University Lecturer in Strategy and Creative Leadership

Allègre has received numerous awards for her teaching, covering strategy, creativity and change management. Her research interests focus on strategy in cultural, arts and media organisations and on creativity in business. Her work has been highlighted in Business Week, the Financial Times, the Wall Street Journal and on BBC Online.



PROFESSOR FERYAL ERHUN
Professor of Operations & Technology Management

Feryal’s areas of research include strategic interactions between stakeholders in supply chains and socially responsible operations. She has combined her academic interests with firms’ needs to deliver insights for both communities.



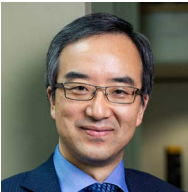
PROFESSOR JENNY CHU
Associate Professor in Accounting

Professor Chu’s research interests include corporate and sovereign disclosure, corporate governance, management incentives and compensation, and gender diversity. She combines teaching and research with a background in investment banking at Credit Suisse in Silicon Valley and portfolio management at the market neutral hedge fund division of Blackrock.



PROFESSOR VINCENT MAK
Reader in Marketing & Decision Sciences.

Vincent’s research focuses on how people and firms make strategic decisions as they interact with each other, and what economic and psychological factors influence those decisions. His research interests cover pricing, search decisions, decisions in networks and queues, decisions in competitive environments, game theory and experimental economics.



DR EDEN YIN
University Senior Lecturer in Marketing

Eden’s main research and teaching interests are in the area of marketing strategy, innovation, high-tech marketing, and internationalisation strategies for firms from emerging economies. His research has appeared in top academic journals including The Journal of Marketing Research, Journal of International Marketing, Management International Review and Sloan Management Review.



MICHAEL KITSON
University Senior Lecturer in International Macroeconomics

Michael’s research interests include: economic policy, regional economics, corporate performance, technology transfer and the commercialisation of science. He has undertaken major research projects for the UK Department for Innovation, Universities and Skills; the National Endowment for Science, Technology and the Arts (NESTA); the Economic and Social Research Council (ESRC); and the Engineering and Physical Sciences Research Council.

Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



DAME SANDRA DAWSON
KPMG Professor Emerita of Management Studies

Sandra is a member of the Organisational Theory and Information Systems subject group. Her research interests are leadership, organisational change, technology transfer and knowledge sharing, health management and health policy.



PROFESSOR LIONEL PAOLELLA
Associate Professor in Strategy & Organisation

Lionel Paolella is an Associate Professor at Cambridge Judge Business School, and an Affiliated Faculty at Harvard Law School (Center on Legal Profession). His research interests include strategy, economic sociology, and organisation theory, with a focus on categorisation, and diversity, equity, inclusion.



PROFESSOR KAMIAR MOHADDES
Associate Professor in Economics & Policy

Professor Mohaddes' research interests include climate change, economics of the Middle East, energy economics and applied macro-economics. He has worked extensively on issues related to climate change and sustainability with both the public and the private sector.



DR ALBERTO FEDUZI
Management Practice Professor

Professor Feduzi's research interests include individual, strategic and organisational decision-making under uncertainty, understanding and managing unknown unknowns and Black Swans, innovation and entrepreneurial behaviour, and behavioural strategy.



DR ANDREAS RICHTER
Reader in Organisational Behaviour

Andreas is a psychologist by training, as well as a client-centred counsellor (clinical and occupational settings). Prior to joining Cambridge Judge Business School, he was Assistant Professor of Organisational Behaviour at Instituto de Empresa Business School. Andreas has extensive executive education experience and has worked widely with clients such as Barclays, UNICEF, Dell, AstraZeneca and the NHS.



DR PEDRO SAFFI
University Lecturer in Finance

Pedro's teaching experience includes courses at London Business School, Reykjavik University and IESE in Barcelona. His professional experience includes work as a valuation expert for the International Court of Arbitration and for real estate and pharmaceutical companies.



PROFESSOR PATRIZIA VECCHI
Assistant Professor in Organisational Behaviour

Patrizia's research interests include interpersonal relationships in organisations, social networks, interpersonal cognition, and teamwork. She has taught professionals and executives around the world in topics such as negotiation, and power and politics.

Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

Faculty

- Delivered by Cambridge University Judge's world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

Wider University

- Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem
- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
 - Psychometric testing both as part of the preparation and debrief on programmes
 - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face to Face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.

Contact us

If you have any questions or would like to have a chat about this programme and how it could benefit you or your organisation, please get in touch with the programme advisor:



Brett Hunter
Business Development Director

Tel: +44 (0)7885 608543
Email: executive.education@jbs.cam.ac.uk

[Schedule a call with Brett](#)

You may also be interested in:



Leadership programme suite

Our portfolio of strategy programmes provides business managers and directors with a versatile, strategic tool-kit to give coherence and direction to the actions and decisions of the organisation.

Whatever your business agenda, the Cambridge portfolio Strategy and Growth programmes can act as a catalyst for successful strategy development and implementation.



Certificates of Achievement

Executive education is often about building a new set of capabilities; perhaps to enable a step-up in one's career or enable a career switch. The General Management Certificate of Achievement (GMCA) can be a useful platform to launch you on that next step.

Our Certificates of Achievement can help you in two ways:

You are able to build a truly bespoke package of learning tailored to your needs and objectives; giving you a high level of flexibility yet always with the rigour that one would expect from Cambridge. You will also possess valuable and visible evidence of your new-found skills and a visible demonstration of your commitment to your personal development: a Certificate of Achievement from Cambridge Judge Business School.

In addition, in the case of the GMCA, you will also become an Associate Alumnus of Cambridge Judge Business School upon completion.

Benefits

- Choose a method of study to meet the demands of your timetable and topic areas that best satisfy your learning requirements
- Access the latest thinking and research from our world-leading faculty
- Network with a diverse group of peers from across the globe, industries and sectors, on our highly interactive programmes
- Receive a digital certificate of attendance from each programme taken, as well as the Certificate of Achievement.

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The organisers reserve the right to change any details of the programme without notice.

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