

**Cambridge Judge Business School**

Management Studies Tripos (MST) Project

# CLIENT BRIEFING NOTES

2026



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

## Management Studies Tripos (MST) Project

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### Overview

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The one-year Management Studies Tripos programme (MST) at Cambridge Judge Business School attracts outstanding University of Cambridge undergraduates, who come to us from a variety of disciplines to gain a thorough grounding in the discipline of management practice. For the final part of their programme, students are required to work in teams on a 4-week project, addressing a real management problem that the host client has identified, under the guidance of a University supervisor.

The aim for the students is for them to apply what they have learned over the year to a real management situation; the benefit for our host clients is the opportunity to have a team of between 3 and 4 bright and committed students focus on an issue that they might not otherwise have had the time or resources to tackle.

The students work on the MST Projects from 11 May-5 June 2026, with the final deliverable being a formal presentation to you of their findings and recommendations.

We welcome projects from organisations of all kinds, as long as the scope is well specified, and the company is a commutable distance from Cambridge.

This is what just some of our clients have had to say about the experience:

*"Having worked with Cambridge Judge Business School over 2 consecutive years, we have been thoroughly impressed by the MST students. Both groups were able to take a complex challenge and deliver actionable insights and recommendations that we have already brought into our work. The students were collaborative, communicative and enthusiastically engaged in the topic areas throughout the project, and delivered professional, high-quality final outputs. A particular highlight each year was the meaningful discussion following the students' final presentations, where it was clear the teams had truly grasped the challenge at hand and could reflect on our questions with an in-depth and robust understanding. Clear communication and expectations from Juliet and the Business School made our experience of being a partner seamless. It was a true pleasure to work with Cambridge Judge students, and we look forward to engaging with the MST project in the future."*

**Marcus Morrell, UKIMEA Foresight Lead, Arup**

*"The team was very smart and motivated, they had a very good mix of skills and showed great maturity and professionalism. The quality of their work was on a par with that which we would expect from experienced consultants."*

**Dr Basil Matta, Cambridge University Hospitals**

*"Having partnered several times before, we knew the MST project offered a clear and well-organised framework for collaboration. From the very first meeting, working with the students was a positive experience, as they came well-prepared, and asked targeted, thought-provoking questions on our goals and vision for the partnership. Their enthusiasm and forward-thinking approach shone through, resulting in a final outcome that brought fresh ideas with a strong understanding of our company's direction."*

**Isobel Leigh, Chief Operating Officer, Malao**

### Submitting your proposal

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We ask that organisations wishing to participate submit a proposal by **19 January 2026** at the latest, using the attached proposal form in word format or the online form available from our website:

<https://www.jbs.cam.ac.uk/recruiters-organisations/student-projects/mst-project/>

Your project needs to be of a nature and scope such that it can reasonably be tackled by between 3 and 4 students in the 4 weeks allowed.

It is essential that a named project sponsor is given. Your submission should also include some background information on the company and website address. If the project requires specific skills or experience, please indicate this on the proposal form.

We have worked with organisations of all kinds, public, private and not-for-profit. Previous clients have included IBM, BT, Microsoft, Auto Trader, Procter and Gamble, Cambridge City Council, Cambridge University Hospital, Multiverse, Malao Film, Breckland Orchard, Board Intelligence and Arup.

A wide variety of projects will satisfy the educational goals of the University. It is intended that the project should draw on at least one of the theoretical areas covered in the course, namely, Organisational Behaviour, Quantitative Methods, Economics of Firms & Markets, Accounting and Finance, Operations Management, Marketing, Future of Work, Environment & Sustainability, Macroeconomics, Topics in Corporate Finance, Business Innovation in a Digital Age, Strategic Management and Negotiations Workshop.

Recent projects have included:

- Market review of the design industry, including competitor review.
- Studying the organisational structure of a manufacturing co-operative to recommend how it might best be re-organised.
- Performance metrics in a project based organisation.
- Creating a computer model of a canal and reservoir system in order to analyse different reservoir control policies.
- Revising a consultancy firm's method of pricing so as to better reflect the actual costs of effort required by various jobs.
- Business plan for creation of centre of excellence for sports, adventure, sustainable development and education.
- Surveying second tier food companies to see whether they have any exports, joint ventures or subsidiaries in the Far East.

## Process

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Teams are formed based on individuals' preferences, for projects. We will be able to confirm in mid-February whether we have secured a team for you.

Once a team has been assigned, you will be invited to attend a Project Briefing Event at Cambridge Judge Business School on **Wednesday 11 March 2026**, when you will meet your team and their academic supervisor. The aim of this meeting is to discuss and agree the detail of the project and sign off a mutually agreed project plan (Project Initiation Document). Your discussions should cover specifically:

- aims and expectations
- key issues
- project location
- timetable
- an initial schedule

You should also include consideration of the resources that will be available to the team (ie contacts, data sets, facilities etc), the type of research that will be necessary to fulfil the objectives of the project, and where the primary data or sample frame will come from.

Please refer to [www.jbs.cam.ac.uk/infolib](http://www.jbs.cam.ac.uk/infolib) for databases and industry information available to Cambridge Judge students. For all other relevant data please ensure you are able to provide these or confirm where students can easily access the information when submitting your proposal.

As the final presentation is intended to be of practical value, you should also give some thought as to who the final audience for the presentation will be, how it will be used, what they want included, and when it should be presented.

As the project is part of an academic course, we would expect the project to take account of relevant academic literature in addressing the problem at hand and for any project timetable to allow some time for consultation of the academic resources available at Cambridge Judge Business School. Any research element of the project would also be expected to pay attention to relevant research methodologies covered by the students in their programme. We would regard this as an important part of the value added that our students might bring to the project.

The student team will then complete an agreed Project Initiation Document (PID), which should be approved and signed off by all parties. This form must be completed and returned by the last day of term, **Friday 20 March 2026**, it is essential that the PID has been agreed and signed off by this date.

The students will work on the project from **11 May to 5 June 2026**, after their final exams. We expect them to keep you up to date with their progress, either by regular meetings or summary reports.

## **Deliverables**

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The student team will present their findings to the client during the final week of the project. Further documentation, such as an associated report or resource pack, can be agreed with the students as part of their project work plan but will not form part of their formal assessment.

The client may also request a copy of the Project Report to Cambridge Judge Business School but are reminded that this report is produced and evaluated as a piece of academic work, according to formal guidelines on length and content, contributing to the students' final marks.

## **Expenses**

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If your project is chosen, you are expected to meet all student expenses associated with the project, including travel, accommodation, and subsistence, if applicable. You and the student team must agree in writing the expenses you are prepared to meet and include these in the project plan. Although these may change, students should not incur expenses without your prior written approval.

## **Organisation/host responsibilities**

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In summary, the client organisation is expected to:

- Submit a written proposal by 19 January 2026, including key issues, aims and tasks.
- If chosen, meet with the student team and their academic supervisor on Wednesday 11 March 2026 to agree the brief.
- Provide all the necessary facilities to enable the students to carry out the project effectively (i.e. computer, telephone access, interview contacts).

- Allocate a named contact with whom the students can discuss progress and raise problems or other issues related to the conduct of the project. Although their input will vary depending on the nature of the project and the student team, it is expected that the named contact will be available for progress meetings and feedback over the duration of the project, and will attend the final presentation.
- Give formal feedback to Cambridge Judge Business School on the performance of the students and the quality of their work and findings, including their professionalism and efficiency.
- Pay promptly any expenses related to carrying out the agreed work of the project (e.g. telephone calls/survey costs).
- Agree to the ethical and safety codes supplied by Cambridge Judge Business School about the conduct of projects.
- Our most successful projects have had enthusiastic and committed company clients, with a genuine problem to solve and a genuine interest in the outcome.

## Confidentiality

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All students have signed the attached Confidentiality Agreement. Our enclosed project terms detail the conditions under which our projects are undertaken; we ask you to confirm your acceptance of the terms when you submit your proposal.

Students are expected to abide by ethical guidelines in the consultancy projects and for this reason are required to identify themselves and their client company when seeking to obtain information from third parties.

## Summary of key dates

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<b>Deadline for submission of proposals</b>	19 January 2026
<b>Confirmation of successful project proposals</b>	Mid-February 2026
<b>Project Briefing Event</b>	11 March 2026 – 17:00-19:30
<b>Project Initiation Document (PID), signed by student team, client, supervisor and MST Programme Director</b>	20 March 2026 (last day of term)
<b>Projects underway</b>	<b>11 May – 5 June 2026</b>
<b>Final presentations to clients</b>	by 5 June 2026

## For further information please contact:

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