

Cambridge Judge Business School
The Cambridge MBA

Global Consulting Project 2026

GCP CLIENT BRIEFING NOTES

Including the Project Terms and NDA

16 March – 17 April 2026

GCP teams work for 20 project days full-time from 16 March



UNIVERSITY OF
CAMBRIDGE
Judge Business School

The **Cambridge** MBA

Overview

The **Global Consulting Project (GCP)** is an educational collaboration between a client organisation and Cambridge Judge Business School.

It has become one of the cornerstones of the Cambridge MBA, allowing students an important opportunity to put into practice what they have learnt in class. In turn, clients benefit from an international team of four to five bright, motivated, and committed young professionals who bring their considerable skills and experience to bear on a real business issue that would usually require the services of a consulting firm.

The Cambridge MBA is regarded as one of the best MBAs in the world; our students come to us from more than 40 countries, all with excellent qualifications and on average six years' work experience. We do not charge a fee for the project, but clients are required to meet all project expenses. We ask clients endeavour to provide substantial projects that, as the name implies, take account of the global nature of business today. The GCP is a consulting project and therefore requires close interaction with the client, on site when possible.

Summary of key dates

Deadline for submission of client proposals (sourced by CJBS)	9 January 2026
Selected clients' organisations notified	17 February 2026
Project Initiation Document (PID) discussed and agreed between team, client and supervisor	17 February - 11 March 2026
Project Initiation Document submission deadline for students	11 March 2026
GCP teams work fulltime for four weeks over this period	16 March – 17 April 2026

Submitting your proposal for the Cambridge Global Consulting Project

If you would like to submit a proposal for the GCP please use the online form on our website: www.jbs.cam.ac.uk/projectproposal/

Alternatively email mbaprojects@jbs.cam.ac.uk to request a Proposal Form in Word format.

Proposals must be submitted by Friday 9 January 2026. You will be introduced to your team of four or five students by Tuesday 17 February 2026.

The GCP is hotly contested and oversubscribed, so we cannot guarantee that all proposals submitted will get taken up.

Scoping your project

Your project may cover any business and management strategy problem and may be located in any commercial, industrial, public sector or not-for-profit organisation, either in the UK or overseas.

Previous projects have included complete strategic reviews, benchmarking and best practice analysis, diversification assessments, developing new market strategies – in short management assignments of all types. Please refer our 'GCP Case Studies' which showcases a selection of the projects completed in previous years. We welcome proposals from global organisations and global locations.

When completing the proposal form, please be clear about the logistics of the project especially where you expect the team to be based for the duration of the GCP. In our experience students select projects where there are more opportunities for closer interaction between client and group, and this typically results in 50% of the project time being face-to-face. Please refer to the Resources Required section regarding expenses.

The GCP is usually heavily oversubscribed. We do receive more project proposals than we can resource. From experience we know that students choose their GCP based on:

1. The goals of the organization in relation to economic, social and environmental issues.
2. The extent of international exposure associated with the project
3. Access to networking opportunities
4. Reputation of the company/organization

For students, the GCP is an opportunity to learn whilst working alongside the client as part of a team.

How it works

Submitted GCP proposals are shared with students in mid-January.

Students will then apply for the project. Clients have the option of selecting their teams if their project is oversubscribed. Once a team has been assigned to your project by mid-February, the team will contact you, to start work with you on developing the Project Initiation Document (PID).

Students work in teams of four or five, and every effort is made to ensure that all teams are balanced and diverse, with the relevant skills and experience for the project.

GCP clients have commented on the benefit of bringing diverse skills to their project including students from non-traditional backgrounds. This diversity promotes the innovative thinking the Cambridge MBA is known for and has a demonstrable impact on our GCP partners.

Project Initiation Document (PID)

An important part of students' learning during the GCP is the development of a structured Project Initiation Document (PID). The PID is developed together - the team will discuss the scope with you and refine it into a manageable project.

During your briefing meetings with the team in February/March they will use the PID template to structure your discussion of aims and expectations for the project, so all are agreed on the parameters of the work, where it is to be conducted (i.e. at client sites, in the field, at CJBS), the timetable, and interim and final deliverables.

This discussion should include consideration of the resources available to the group – contacts, data sets, facilities, access to key personnel, etc. It should also cover the type of research necessary to fulfil the objectives of the project – primary and secondary mix of data – and where the primary data or sample frame will come from.

Based on your discussions, the student team will then draw up a final PID and initial high-level project plan, which all parties will sign off. The aim is to create a brief that both answers a real need and makes the best possible use of individual team members' own specialist skills and experience. The PID will clearly articulate the agreed expenses and the timelines for the project. A final PID document, including full project plan, should be signed off by all parties by 11 March, before the project itself begins on 16 March.

Resources required

Expenses

If your project is chosen, you are expected to meet all student expenses associated with the project which include visa and immunization costs, travel, and accommodation. These costs should be reimbursed *directly and promptly* to the student team. CJBS is unable to act as a payment intermediary.

Please ensure that systems are in place to allow the smooth and prompt reimbursement of expenses. The client and the student team must agree in writing the expenses you are prepared to meet and include these in the PID; students must not incur expenses beyond those agreed without your prior approval. We would expect any large outlay, such as air travel or hotel accommodation, to be paid directly to the supplier by the client, so that students are not significantly out of pocket for long periods.

Time

You are required to allocate a named project sponsor and a second contact, who will be available to the team throughout the project for advice and guidance. The time they spend on the project will vary depending on its nature and scope, with the average usually 3-5 working days over the duration of the project, plus the final presentation. We recommend as a minimum establishing weekly update meetings to ensure that the project is on track. Client contact can either be in person, by email, or phone, depending on the project and team location.

GCP Supervisor

Each team will be allocated a supervisor who is either a member of faculty or an associate of the Business School, who will help the GCP team focus its efforts.

The GCP Supervisor will work with the student group on scoping the PID, provide advice on methodology and research, and aid the group in navigating the live project. They are not expected to attend client calls nor meetings unless this is agreed directly with them.

Deliverables and feedback

Deliverables

It is assumed that the MBA team of between four and five will work for a total of four weeks, full time, during the University Easter vacation. Therefore, you can expect between 80 to 100 project days – depending on the size of the team – over the duration of the project.

The team's deliverable to you is either a presentation of their findings **or** a short report. This should be agreed in advance as part of the PID.

The team will also submit a written report to CJBS for their academic assessment. This report is held confidentially and will not be retained or viewed beyond the purposes of the assessment.

Client feedback

Clients are required to give formal feedback on the performance of their team, the quality and relevance of their work and findings, and their professionalism and efficiency.

Clients will be sent a request for feedback towards the end of the project, and this feedback will form part of the overall feedback the students will receive for the GCP.

Confidentiality

All students and any external supervisors sign a confidentiality agreement before they begin the project. Our letter of terms (attached) details the conditions under which our projects are undertaken; we ask you to read these carefully and confirm your acceptance of the terms when you submit your proposal.

Please note that 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.

Contact details

Katy Harrison
Employer Engagement Projects & Research Lead

Jenny Simanis
Senior MBA Projects Coordinator

Email: mbaprojects@jbs.cam.ac.uk
Direct: +44 (0) 7772064629

MBA Projects
Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge
CB2 1AG
United Kingdom

Website: <https://www.jbs.cam.ac.uk/recruiters-organisations/student-projects/#mba>

Global Consulting Project (GCP): Client Project Terms

Please ensure that you have read, understood and agreed to the following Global Consulting Project (GCP) Client Terms before you submit a GCP proposal.

- All projects are undertaken by students of Cambridge Judge Business School as part of their MBA course. As our students are not employees of the University of Cambridge, neither the University nor Cambridge Judge Business School can enter Agreements on their behalf, nor can we take any liability for their actions.
- Our students all sign confidentiality agreements (see below) and we are not able to enter any other agreement on their behalf. Our projects are undertaken as part of an educational programme and are examined by supervisors and examiners appointed by the University of Cambridge. All supervisors and examiners are bound contractually and in common law to keep confidential any confidential information disclosed to them in the supervision and examination of the projects.
- Our projects are student educational projects and should be seen in this context. The work does not constitute professional advice and no warranties are made regarding the information presented. Neither the authors nor Cambridge Judge Business School and its faculty accept any liability for the consequences of any action taken as a result of the work, or any recommendations made or inferred.
- Students are required to declare their association with Cambridge Judge Business School and with their client when collecting information from other organisations.
- For the benefit of our project partners, the intellectual property rights to the work undertaken and/or the deliverables produced rest in the host company. We do ask that if you publish the findings of the deliverables, you accredit the students wherever possible, and state that work done was conducted as part of the Cambridge Judge Business School MBA Student Project, GCP 2026.
- No fees are charged, but all expenses incurred in the execution of the project must be met by the host company and paid directly to the students. We recommend that you use the standard University rates (available from mbaprojects@jbs.cam.ac.uk) as a guide. The client is required to submit a project expenses code or otherwise demonstrate that funds and procedures are in place to ensure prompt payment.
- All host companies must assign a named sponsor and a second point of contact who will be available over the duration of the project to advise and guide the students. The sponsor is expected to attend the students' final deliverable and give feedback to the academic supervisor on the conduct of the work.
- Host companies must provide the agreed resources, data and facilities to enable the students to complete the project effectively.

Please confirm that you have read, understood and accept the above terms and the following confidentiality agreement as a host company by checking the appropriate box in the Client Proposal Form.

(Appendix A) MBA General Confidentiality and Non-Disclosure Agreement

- signed by all MBA students

During the course of my studies on the MBA Programme at Cambridge Judge Business School, University of Cambridge, I am likely to discuss and have access to Information, Technology and Ideas that various companies participating in the Programme and Cambridge Judge Business School regard as confidential.

In consideration of my participation on the MBA Programme, I agree for the benefit of participating companies and the University of Cambridge that I will make all reasonable efforts to hold in strict confidence any Information, Technologies and Ideas that I am told in advance are confidential, and will not copy, reveal or disclose such Information, Technology and Ideas to any third party and that I will not use any such Information, Technology and Ideas for my own benefit or the benefit of any organisation with which I am affiliated now or in the future. I also agree to abide by such other rules and guidelines that Cambridge Judge Business School or the University of Cambridge may reasonably impose.

This Agreement shall not apply to any Information, Technology and Ideas which:

- at the date of this Agreement are in the public domain or subsequently come into the public domain through no fault of mine;
- were already known to me on the date of disclosure, provided that such prior knowledge can be substantiated;
- properly and lawfully become available to me from sources independent of the supplying party;
- are disclosed pursuant to the requirement or request of a governmental agency provided that in such event I shall inform you of the nature and extent of any disclosure so required.

This Agreement shall come into effect from the date below and the obligation under the Agreement shall remain in effect for a period of three (3) years.

This Agreement shall be subject to English law.

The Cambridge MBA
Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge
CB2 1AG
United Kingdom

T +44(0)1223 339700
enquiries@jbs.cam.ac.uk
www.jbs.cam.ac.uk

