

Cambridge Judge Business School

The Cambridge MBA

Individual Project (IP) and Work Placements (WP)

IP-WP

CLIENT

BRIEFING NOTES

June - September 2026



UNIVERSITY OF
CAMBRIDGE
Judge Business School

TheCambridgeMBA

Summer Term: Individual Project (IP)/Work Placement (WP)

Our MBA students may undertake an individual project (IP) or a Work Placement (WP) with a client as the final Summer Term assignment of their one-year MBA. IP usually denotes a bespoke project for a client, while WP normally refers to the more formal internship programmes companies have, sometimes as part of their recruitment process.

The Summer Term assignment is expected to include a minimum of 6-8 weeks of full-time work from 29 June - 11 September 2026, when there are no other lectures or assignments.

As WPs/IPs are part of the MBA programme and fulfil a course requirement, they must be completed prior to the official end date of the course (11 September 2026). However, the MBA student may undertake a separate WP/IP after the end of the course with the same employer, but the client must be aware that this will not form part of their course. See additional information about student visa sponsorship and related responsibilities.

What types of projects are possible?

The IP/WP may cover any aspect of management, and may be located in any commercial, industrial, public sector or not-for-profit organisation, anywhere in the world. Recent projects have included, amongst others: a product expansion strategy into China; a study to analyse the likely impact of a large event for a major drinks company; a methodology to reduce operating expenses for a business component of a FMCG group; a marketing strategy for a premium drinks brand; a model to provide global health services; a market entry strategy for a new bank; and a study into energy and the nature of energy pricing.

Creating a Project Initiation Document

Students are expected to develop a Project Initiation Document (PID) in collaboration with the client. This is a standard template enabling the student to refine the scope with you into a manageable project. We recommend students use the PID template to structure the objectives 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 student – 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 or secondary mix – and where the primary data or sample frame will come from.

Based on your discussions, the student will then draw up a final PID and initial high-level project plan, which should be agreed and signed by both parties. The PID will clearly articulate the agreed expenses and the timeline for the project. A final PID document, including full project plan, should be signed off by all parties before the project begins and sent to the MBA Projects Team.

Please note that students are expected to abide by ethical guidelines in the conduct of their projects and for this reason are required to identify themselves, and their client company, when seeking to obtain information from third parties.

What resources do you need to commit?

IPs/WPs vary hugely, and the time that clients spend with the student will depend on the nature and scope of the project. In the case of IPs, some will work closely with their student, while others may see them only once a week, with much of the work being conducted off-site. For students doing a WP, they are expected to work full-time on-site being involved in the day-to-day office activities. We recommend establishing a timetable and project plan early so that everyone is informed of progress and there are no surprises at the end.

Costs

Any payment for projects is individually negotiated between the student and the client and paid directly to the student. As a minimum client companies are asked to meet all student expenses associated with the project, including travel, accommodation and subsistence. Please make sure that both you and the student understand and agree in writing any payment and include it in the project plan.

Submit your proposal

You can submit your proposals at:

Web: www.jbs.cam.ac.uk/projectproposal/
Email: mbaprojects@jbs.cam.ac.uk

Since students are continually exploring their own summer options, we recommend interested clients submit proposals early to secure the best candidate for the project. We will be accepting proposals on a rolling basis, with a final deadline of 9 June 2026.

Evaluation

We will send you an evaluation form by the end of August and ask that you return the completed feedback form to us. You will be asked to comment on the student's overall quality of work and professional engagement thus far.

Confidentiality

All students have signed a non-disclosure agreement but may also sign specific confidentiality agreements with their clients. As the students are not employees of the University, we cannot enter agreements on their behalf or be party to any agreement signed between them and the client.

Student visa sponsorship and related responsibilities

The University of Cambridge is a licenced sponsor for student visas and has additional responsibilities in accordance with UK Visas and Immigration (UKVI) requirements in relation to students who are Student visa holders.

A Work Placement/Individual Project is undertaken as an assessed and integral part of the MBA and the University continues to sponsor a student's visa during this period. We require the cooperation of the provider in monitoring attendance and communicating to the University promptly when there are any concerns.

If there are any issues or concerns with attendance or engagement during the placement, please notify the University in a timely manner by contacting the MBA Programme Office at mbahelpdesk@jbs.cam.ac.uk.

Please ensure that you have read, understood and agreed to the following Project Terms before you submit a proposal.

Project Terms

- 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 (Appendix A 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 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.
- Clients will be asked to give feedback to the academic supervisor on the conduct of the work.
- For the benefit of our clients, the intellectual property rights to the work undertaken and/or the deliverables produced rest in the client. 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.
- As a minimum all expenses incurred in the execution of the project must be met by the host company and paid directly to the students. It is considered good practice to pay the student(s) directly for their work over the Summer period.
- All 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. They must provide the agreed resources, data and facilities to enable the student 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)

EXAMPLE ONLY - MBA General Confidentiality and Non-Disclosure Agreement

- signed by all MBA students / mentors

During the course of my studies/as a mentor 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.

Please contact the MBA Projects team if you require a soft copy of this NDA:
mbaprojects@jbs.cam.ac.uk

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