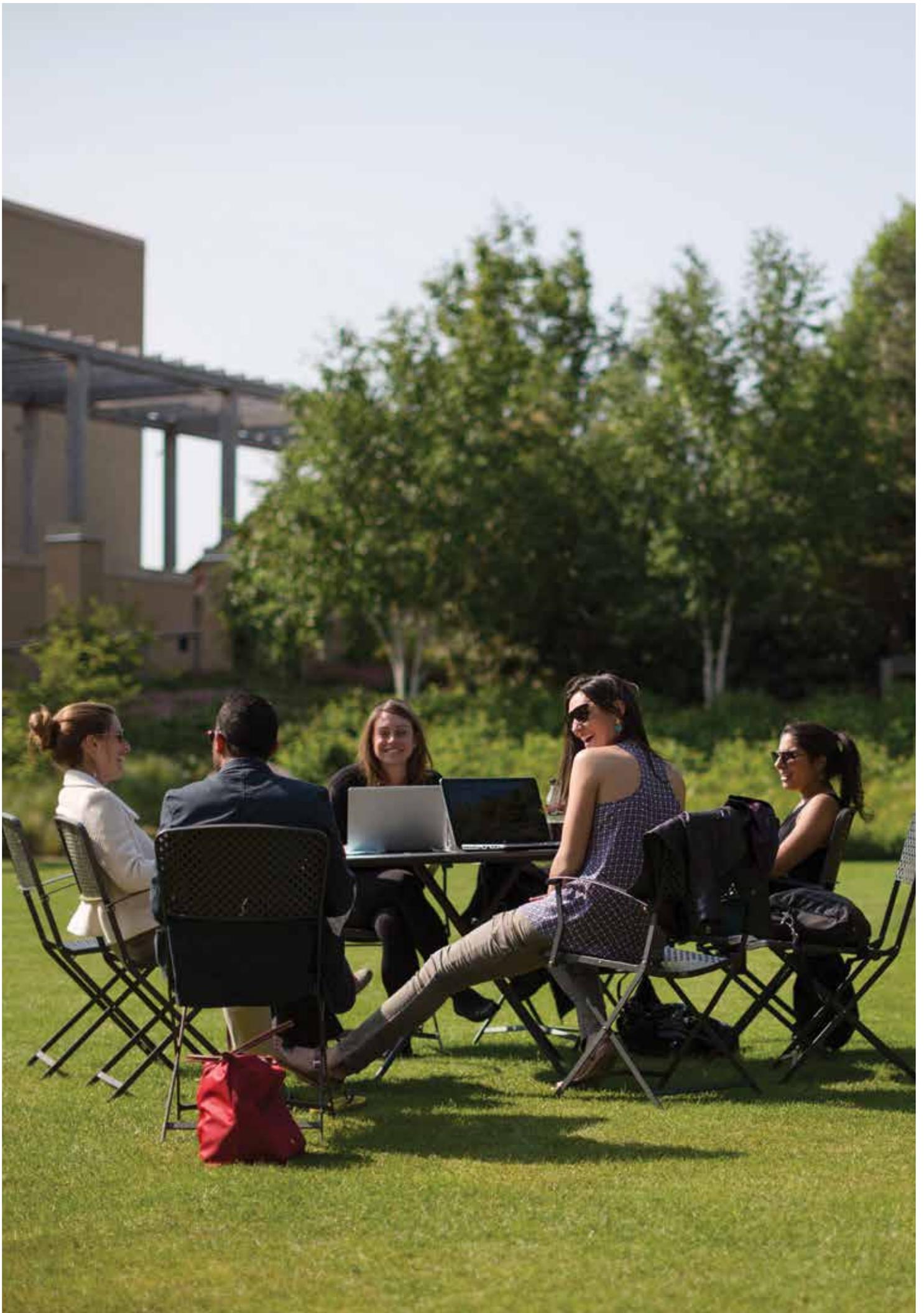




University of Oxford  
MBA 2016/17





“ Welcome to the Saïd Business School. I am delighted that you are considering applying to our MBA. We aim to provide the world’s future business leaders with the skills, knowledge and personal qualities needed to meet the world-scale challenges of the 21st century. To achieve this, we offer a learning environment that draws upon the research and experience of our world-class faculty and the vast resources of Oxford University. Our MBA students come from diverse backgrounds and experiences and are part of a world-class community of faculty, staff, students and alumni who share a passion for ideas and learning, and who aspire to make a difference. We warmly invite you to explore our MBA and to get to know our community.”

Dana Brown, Director of the MBA



The business world is currently experiencing a period of unprecedented transformation. Rapid global economic growth, technological developments, and a sweeping global financial crisis in the early part of the 21st century have radically altered the landscape for business. To remain competitive, companies need to think well beyond the scope of standard business models to address world-scale social, environmental, political and economic challenges. This environment needs individuals who can inspire and influence a wide range of stakeholders, and who can demonstrate responsible leadership in the face of complex and often conflicting interests.

Success in today's rapidly changing and complex global business environment requires a unique set of skills and knowledge. Our MBA prepares future business leaders to understand and respond to world-scale problems. We teach our students to see the big picture and to appreciate the implications and opportunities for organisations and new enterprises.

#### A world-class business school

Our MBA provides a solid grounding in the major business disciplines and core business skills. Saïd Business School faculty are world-class experts in their fields, often helping to design and implement best practices in organisations around the world. Their first-hand experience and knowledge creates a dynamic learning environment in the MBA classroom, often spilling over to lively debates and discussions outside of class as well. The exchange of ideas and knowledge make the experience at Oxford truly transformative.

Formal coursework on the MBA is underpinned by a talent development initiative that gives you an opportunity to enhance your skills and effectively build on the learning and experience you will have at Oxford. Based on our best practices in executive education, we offer executive coaching sessions for all MBA students as well as a suite of workshops and seminars focused on skill building in areas that are key to career success in the 21st century; such as communication skills, time management, negotiations, personal brand, and team work.

#### Embedded in a world-class university

One of the most striking things about the world today is how interconnected it is. Business, politics, technological change, and society do not exist in isolation but are perpetually influencing each other. We have sought to reflect this in our MBA by integrating a range of different skills, ideas, and approaches.

Saïd Business School is embedded within Oxford University, allowing us to offer a curriculum that draws upon cutting edge research and knowledge from various disciplines. In our elective courses and integrative modules, we introduce approaches to thinking about the human condition, leadership and the broader business environment from a range of perspectives, drawing from philosophy, literature, politics, law, sociology, computer science and more. Global Opportunities and Threats Oxford (GOTO) is also an inherently interdisciplinary endeavour, providing its audience with expert perspectives on world-scale challenges such as big data, demographic change and water scarcity.

We are increasingly using common case studies across our core courses. Most business situations and decisions entail some elements of trading-off between the interests of different parts of the organisation, so taking an interdisciplinary approach to case analysis will become particularly useful in situations you are likely to experience after graduation. Case learning on the MBA is enhanced by class-based participation assessment, which gives students an opportunity to work closely with faculty to hone the ability to effectively communicate and influence debates and decision-making situations.

#### Tackling world-scale issues

Our MBA is built around three cross-cutting themes that relate to the world-scale challenges shaping today's business environment: *global rules of the game*, *entrepreneurship*, and *responsible leadership*. You will focus on these themes specifically in three taught integrative modules, but you will also see how they resonate within other parts of the programme, and indeed with guest speakers, non-programme events, and student-run conferences and competitions.

The MBA at Oxford Saïd is a challenging, inspiring and valuable experience that will prepare you to make a real difference in the world.

We encourage you to take a closer look at our MBA and welcome the opportunity to discuss your application with us.

# Programme schedule



\* Non-credited

## Before you arrive

You can prepare for your MBA at Oxford Saïd by logging into the private, pre-arrival area of our website. This contains an introduction to The School and the University of Oxford, reading lists, workbooks, and study suggestions. There are also self-evaluation questionnaires to help you assess your current level in some of the technical subjects; when term begins you may opt for a support course or advanced level study in some areas.



# Programme elements

## Talent development

During the MBA you will work with an executive coach, who can help you reflect on your personal and professional development, improve your self-awareness, and support you in building your own Personal Development Plan. The Careers Centre will help you identify your individual values and motivations and assess which environments will suit you best. You can participate in workshops to develop your lifelong career skills, such as networking, giving and receiving feedback, and psychological strengths such as resilience and self-motivation.

## Core modules

Eight core modules in fundamental business areas will provide you with a secure foundation and the knowledge to be able to approach any business situation with confidence and understanding.

- Business Finance
- Analytics
- Accounting
- Strategy
- Firms and Markets
- Leadership Fundamentals
- Technology and Operations Management
- Marketing

## Global Opportunities and Threats, Oxford (GOTO)

You will join Oxford academics, Executive MBA students and alumni in this action-oriented community focused on developing solutions to major global problems. GOTO's central feature is a dynamic multimedia platform hosting videos from experts and practitioners, infographics, images, and curated content relating to the two major topics each year. Working in groups, and guided by your tutor, you will be expected to generate, critique, and defend ideas and action plans.

## Integrative modules

The Oxford MBA's major cross-cutting themes are explored explicitly in three integrative modules during the University terms.

## Summer Project

In the summer term, students can opt to undertake a team strategic consulting project, working for four to six weeks with a corporate sponsor and faculty mentor. These projects take place all over the world and for all kinds of organisations, including companies, charities, non-profits and start-ups. Another option is for students who have demonstrated advanced work on their entrepreneurship projects to develop a specific project proposal to further these initiatives. Students may also partake in an internship during the summer and prepare a project report to address set questions.

## Support Courses

Support courses are run during Michaelmas and Hilary terms to provide extra assistance, if you need it, in Business Finance, Firms and Markets, Accounting, and Analytics. They are led either by the lecturer or by a post-doctoral fellow.

## Electives

You will take a total of seven to nine electives in Hilary, Trinity and summer terms, choosing from a menu of between 30 and 40 courses on a range of topics. These are often taught by academics and practitioners in partnership, so that you can see how research is applied effectively in the workplace. Increasingly we are introducing electives that have been developed jointly with other University departments.



### Entrepreneurship Project

The Entrepreneurship Project is taught and assessed in conjunction with the integrative module on entrepreneurship. Working in a group you will develop a full business plan and “pitch” it to a panel of invited venture capitalists and other practitioners. The Entrepreneurship Project is supported by a range of activities run by the Entrepreneurship Centre and the Skoll Centre for Social Entrepreneurship.

### The Oxford Finance Lab

The Oxford Finance Lab is a unique offering for Oxford Saïd MBA and MFE students pursuing a career in financial services. It is a collaboration between our expert finance faculty, Private Equity Institute and the Careers Centre that helps students put into practice the financial modelling and valuation skills required for entry and success in investment roles.

Finance Lab is non-credited/extra-curricular, designed for those interested in M&A, Leverage Finance, Project & Infrastructure Finance, Distress & Restructuring, Valuation, Equity Research, Capital Markets, Asset Management, Private Equity (Growth Capital, LBO, Distress, Infrastructure).

The Oxford Finance Lab comprises approximately 90 hours of intensive training with three essential components:

1. Teaching (modelling)
2. Case Studies and networking with 20–25 banks and funds
3. Challenges with a minimum of one of the following: Bridgepoint (Private Equity), Jefferies (Investment Banking) or Hermes GPE (Investment Management). The 2015/16 Lab also incorporates a valuation competition with the Chicago Booth School of Business.

### Venture Idea Exploration Workshop (VIEW)

VIEW is a new start-up workshop run by the Entrepreneurship Centre at the School. The workshop has been developed and is run by a team of start-up experts and University professors. The objective of the programme is to provide hands-on learning, allow students to explore their entrepreneurial ideas, and accelerate the start-up process. The programme consists of five sessions where participants are given instructions, tools, guidance, and are expected to set and reach milestones. Each venture team is part of a small cohort of fellow teams that are led by a coaching team. In addition, each team is paired with a mentor to help guide and accelerate the progress of their start-up.





# Integrative modules

## Cross-cutting themes

### Global Rules of the Game

This theme is about the unwritten rules, the norms, and the laws that shape the global economy. You will examine international institutions and agreements as well as differences and disputes between countries that can influence business opportunities. You will focus on topics such as trade and tax laws, intellectual property laws, anti-corruption agreements and national laws, and trade agreements. Through exploring this theme you will gain insights into institutions that are essential for the development of entrepreneurial ventures and for creating solutions to world-scale challenges such as those considered in GOTO.

### Entrepreneurship

Entrepreneurship is not just about launching a start-up business; it has a role as a distinctive business approach. Broadly speaking, entrepreneurs find and put together resources (ideas, people, things) in new ways to solve complex problems and to create new opportunities. This means that you can have entrepreneurs within organisations as well as those who create organisations. Entrepreneurship is by its nature collaborative and depends on being able to make unusual and innovative connections.

### Responsible Leadership

This theme looks at the role of the corporation in society, and the related ethical and governance challenges that confront business leaders. It is absolutely central to Saïd Business School's belief that business should not exist in a bubble. The theme builds upon knowledge gained in the Leadership Fundamentals course, from your personal and professional development, and will immerse you in topics such as the motivations of social entrepreneurs, implications of the current challenges of modern capitalism (including the type of challenges that are addressed in GOTO), and corporate responsibility (taught in the Accounting, Global Strategy courses and elsewhere). The theme will also allow you to look at different ways of thinking about ethics and ethical decision making in business.



# Careers

At Oxford Saïd, we support students in advancing their careers after the MBA, whether they plan to move up in their current industry or make a transformative career change. Our Careers Advisors specialize in all major sectors, including finance, consulting and diversified industries. We support students seeking a traditional business career and those taking a non-traditional path in a variety of destinations around the world. Ultimately, what you will gain out of your MBA at Oxford depends on your goals, ambitions and previous experiences as well. Our careers team is here to help and offer guidance, support and inspiration every step of the way.

## How do we do this?

**Individual guidance** – experienced careers advisors and sector experts provide one-to-one guidance to students throughout the programme. We also offer access to an executive coaching programme, which students can use to provide additional guidance on their goals and priorities.

## Recent employers

Here are some examples of recruiters who recently hired our Oxford MBA graduates:

- Accenture
- Adidas Group AG
- Admiral Group
- Aerium
- Agilisys
- Al Jazeera
- Amazon
- American Nicaraguan Foundation
- Anheuser Beusch InBev
- Bangkok Bank PLC
- Bank of Thailand
- Booz Allen Hamilton
- Boston Consulting Group
- BP
- Capital One
- Cebile Capital
- Citibank
- Dalberg Global Development Advisors
- Deloitte
- Digicel Ltd
- Dimension Data
- DNV GL
- Elliptic Enterprises Limited
- ERNI Consulting AG
- Exane BNP Paribas
- EY (OTS)
- Fung Group
- Google
- Hailo
- HCL Technologies
- HJ Heinz
- Hopster TV
- Houlihan Lokey
- Hewlett Packard
- Imperial Capital
- Jaguar Land Rover
- Johnson&Johnson
- JustPark
- Kenshoo
- Lawler Corporate Finance
- Lazard
- Living Goods
- Logica
- Luminary Labs
- Marsoft Inc.
- McKinsey & Company
- Memebox
- Mi9 Retail
- Microsoft
- Milicom
- Monetary Authority of Singapore
- Monitor Deloitte
- Neighbourly
- Neptune Investment Funds
- NHK Publishing, Inc.
- Nomura
- North of South Capital
- Novitas Capital Advisors (Pty) Ltd.
- Nymi
- OEE Consulting
- Off.Grid:Electric
- Olam International Limited
- PA Consulting
- Paragon Partners Limited
- PayPal
- Philips
- PSF
- PwC
- Respida Capital
- Royal Bank of Canada
- SALIC – Saudi Agricultural and Livestock Investment Company
- Satellite Applications Catapult
- Saudi Aramco
- Schlumberger Business Consulting
- Shell Foundation
- Siemens AG
- Sky Holding Company
- Standard Chartered
- State Street Bank GmbH
- swiggy.in
- Swoosh Editions
- Tata Consultancy Services
- TD Canada Trust
- TOKSOZ Grup
- Trussbridge
- UBS
- UNDP
- VCP Advisors
- Wayra Deutschland
- WCG
- Wells Fargo Bank
- Weston Foods
- Whistle Sports
- Woolworths Australia

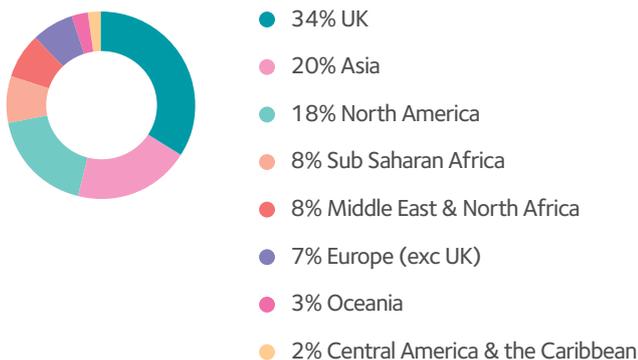
**Access to expertise** – students are able to meet a range of sector experts from a variety of backgrounds, including consulting, finance, retail, marketing, social impact, entrepreneurship, energy, healthcare, and technology. The Careers Centre runs a series of workshops and seminars to help students develop their understanding of various careers options, as well as delivering personal and professional development seminars as part of leadership development.

**On-line support** – the Careers Centre also provides access to a range of on-line resources to help students in their careers search – including Careers@Saïd, the School's careers portal, as well as sector-specific tools to assist in case-study preparation, financial modelling, and general industry knowledge.

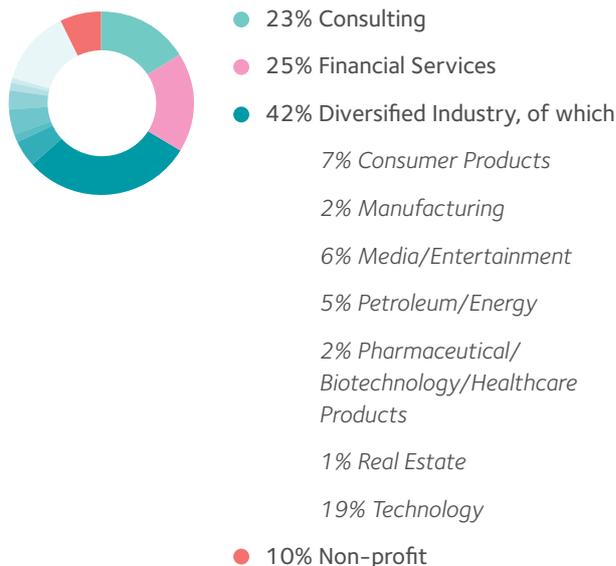
**Support for entrepreneurs** – the Oxford Launchpad and the Careers Centre work together to provide students interested in entrepreneurship with opportunities to access relevant expertise and networks. Flagship events such as Silicon Valley Comes to Oxford, Emerge and the Social Impact Careers Day offer students the unique ability to meet leading practitioners in these fields and can often lead to interesting job opportunities.

# Facts and figures

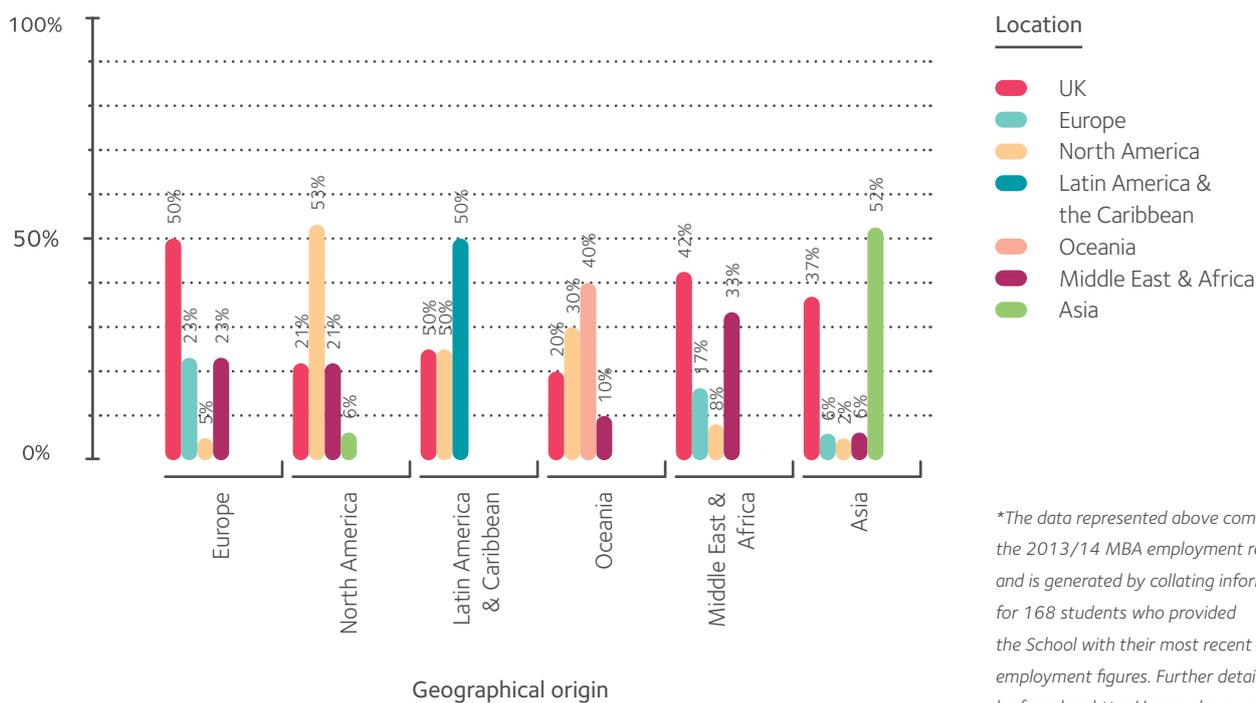
## Student destinations



## Sector destinations



## Regional career moves 2013/14



\*The data represented above comes from the 2013/14 MBA employment report, and is generated by collating information for 168 students who provided the School with their most recent employment figures. Further details can be found on <http://www.sbs.ox.ac.uk/school/recruit-our-students>

# Facts and figures

## Alumni Networks:

More than 10,000 members living in 129 countries.

---

Past and present chapters include:

- Amsterdam
- Bangalore
- Boston
- Chicago
- Delhi
- Dubai
- Frankfurt
- Hong Kong
- Johannesburg
- Karachi
- Kuala Lumpur
- London
- Moscow
- Mumbai
- New York
- Oxford
- Paris
- San Francisco
- São Paulo
- Shanghai
- Singapore
- Tokyo
- Zurich



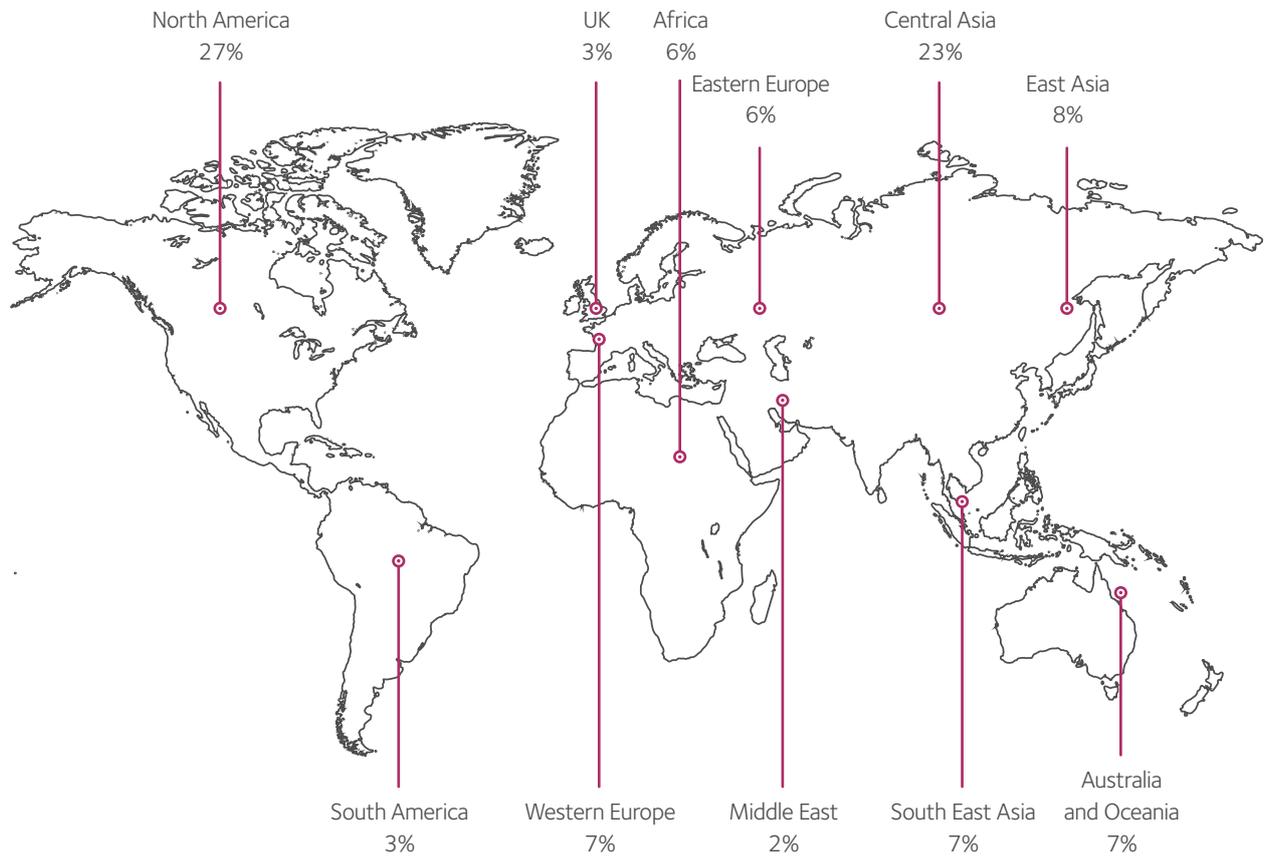
## Oxford Business Networks

18 diverse networks create an environment for continuous learning and offer the opportunity to engage with individuals with similar interests and build peer, alumni, and industry networks. Networks available may vary depending on each year's class preferences. These were the networks available during 2014/15.

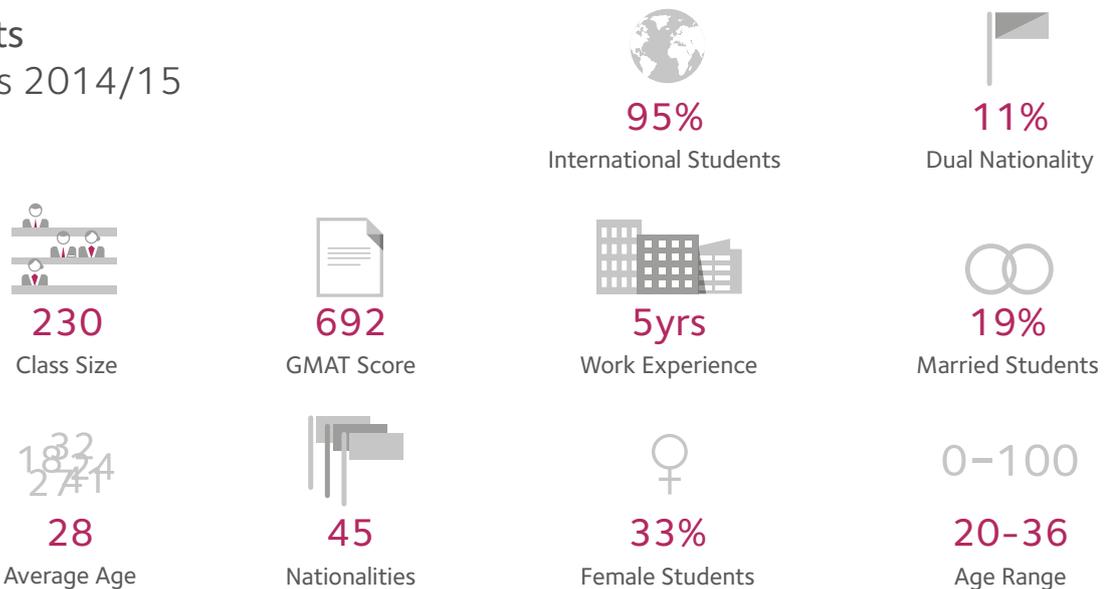
Oxford Business Network for:

- Africa
- Art and Business
- Asia Pacific
- Consumer and Marketing
- Media, Design, and Entertainment
- Energy, Environment and Resources
- Entrepreneurship
- Finance
- Healthcare and Pharmaceuticals
- Management Consulting
- Private Equity
- Social Impact
- Technology
- Women's Leadership
- India
- Latin America
- Middle East
- Real Estate

## Geographical origin MBA class 2014/15



## Class facts MBA class 2014/15



Start your application:  
[www.sbs.oxford.edu/mba](http://www.sbs.oxford.edu/mba)



# How to apply

## Requirements

- A good undergraduate degree. As guidance, you should have a 2.1 (3.5 GPA) or its equivalent. If you were not awarded a minimum of 2.1 you may still be considered, provided you have a very strong employment record demonstrating a high degree of responsibility.
- At least two years of, full-time work experience. Our current class has on average six years full-time work experience. We do not look for experience in a specific sector; our students come from a variety of backgrounds, from engineering and finance to academia, armed forces and non-profit. We look for evidence of career progression and international exposure. You should be able to work as part of a team, as well as be able to show leadership potential.
- A GMAT (Graduate Management Admissions Test) or a GRE (Graduate Record Examinations) score.
- A Test of English as a Foreign Language (TOEFL) or International English Language Test Scheme (IELTS): You do not need to take the TOEFL or IELTS test if you have studied full time at degree level for a minimum of nine months at a recognised institution where the medium of instruction is English. Please see our website for further information on our language requirements and how to request a waiver if applicable.
- Two professional references
- Two essays on the topics outlined in the online application form.

## Admissions process

We operate a staged admissions process and we strongly encourage you to apply as early as possible. Applications for the 2016/17 class will be considered in accordance with the dates given below.

1. **Candidates apply online**  
All applicants are required to pay a non-refundable processing fee of £150.
2. **Selected applicants will be interviewed** You will be notified on the interview decision deadline whether you have been short-listed for an interview. Interviews will be conducted either by a Faculty member, a Sector Consultant, or a senior member of staff, specialised on a certain employment industry. These can take place in person at Oxford, overseas, or via Skype, if you are unable to travel to the interview location.
3. **Successful candidates will be emailed an offer letter by the final decision deadline of the stage in which you have applied.**

	Apply by	Interview decision by	Final decision by
Stage 1	11 Sept 2015	25 Sept 2015	16 Oct 2015
Stage 2	30 Oct 2015	20 Nov 2015	11 Dec 2015
Stage 3	08 Jan 2016	29 Jan 2016	04 Mar 2016
Stage 4	18 Mar 2016	08 Apr 2016	29 Apr 2016
Stage 5	06 May 2016	20 May 2016	10 Jun 2016
Stage 6	10 Jun 2016	24 Jun 2016	08 Jul 2016

## College

Once you have been offered a place on the programme, all University of Oxford graduate applicants are forwarded to a college for consideration. We will contact you and request your college preference at the time. If you do not have a preferred college, you will be allocated to a college for consideration.

## Fees

The fees for the MBA programme 2016/17 are £50,200. This includes:

- Course fee
- College fee
- Membership of the Oxford Union

Table: Minimum scores for language tests

	Minimum score	
TOEFL iBT	110	Minimum required on each component: Listening: 22 Reading: 24 Writing: 24 Speaking: 25
IELTS	7.5	Minimum required on each component: 7.0

MBA Admissions Office  
Saïd Business School  
Park End Street  
Oxford, OX1 1HP  
United Kingdom  
Tel. +44 (0)1865 278804

Email: [mba-enquiries@sbs.ox.ac.uk](mailto:mba-enquiries@sbs.ox.ac.uk)  
[www.sbs.oxford.edu/mba](http://www.sbs.oxford.edu/mba)

# Next steps

- **Connect with our Recruitment team:** Our MBA Recruitment Managers are equipped to review your profiles further. We can also assist with any specific programme related queries and provide details regarding how we can support you through the School's application process. This can often involve GMAT prep support, connecting you with our Oxford community, or identifying the key traits that Oxford looks for in a candidate.
- **Join us in a global event:** The MBA recruitment team hosts around 80 events for prospective students in cities around the world. For event locations, visit: [www.sbs.oxford.edu/mba](http://www.sbs.oxford.edu/mba)
- **Meet us in Oxford:** Join one of our open days at the School. These events give prospective students insights into our faculty, the student experience, and details of our programme.
- **Connect with our alumni:** We have a number of volunteer alumni who are willing to speak to prospective students about their time at Oxford. Contact us to find out more.
- **Assess your profile:** Our MBA Recruitment team can provide advice on your suitability for the MBA programme. Please complete our online assessment form and we will let you know if you are the kind of candidate we are looking for.
- **Allow sufficient time to prepare for your GMAT:** Aim for a competitive score.

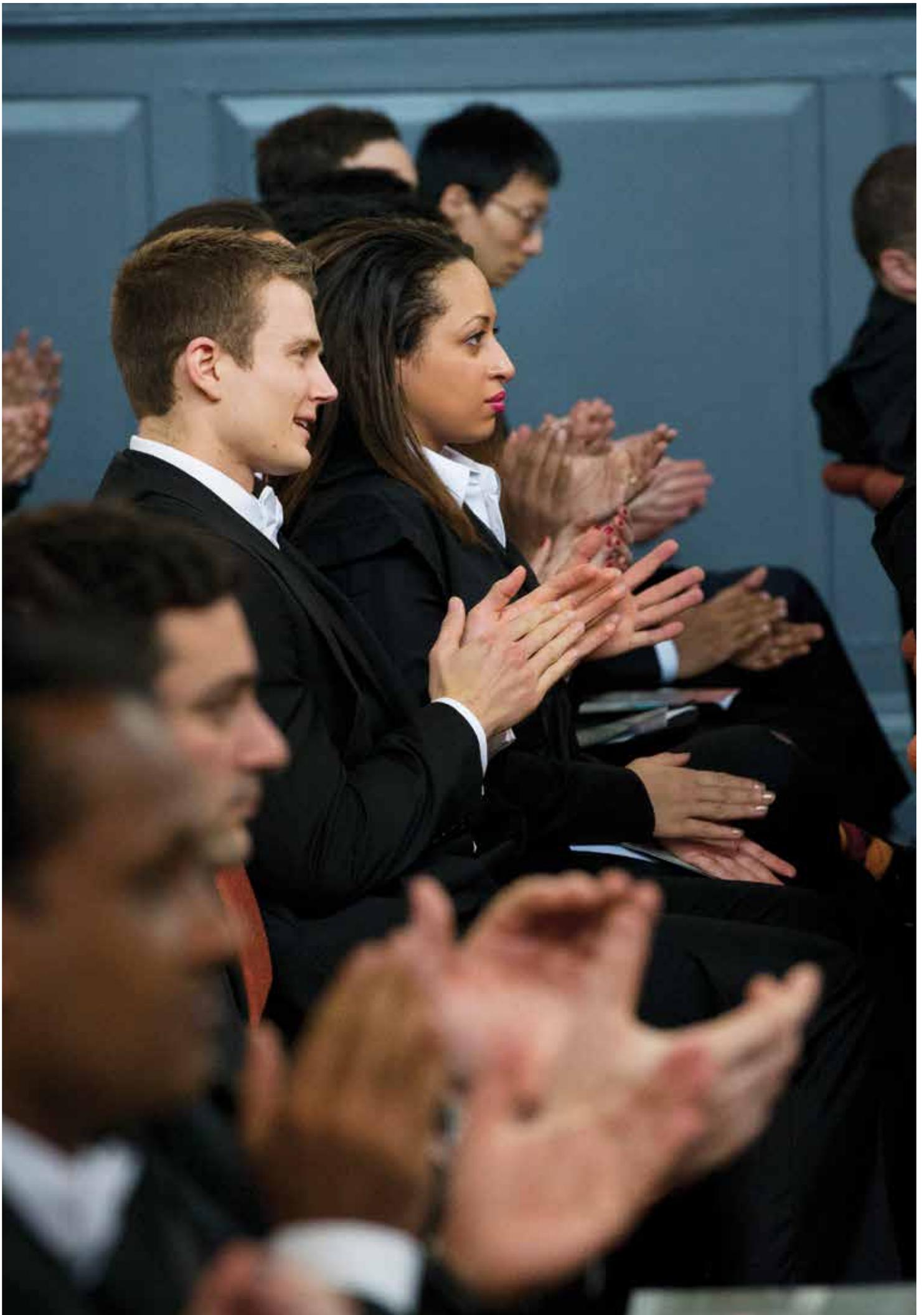
Average number of study hours by GMAT score



Source: GMAC mba.com Prospective Students Survey, 2012 report

MBA Recruitment Team  
Saïd Business School  
Park End Street  
Oxford, OX1 1HP  
United Kingdom

Email: [mba-recruitment@sbs.ox.ac.uk](mailto:mba-recruitment@sbs.ox.ac.uk)  
[www.sbs.oxford.edu/mba](http://www.sbs.oxford.edu/mba)



## Saïd Business School

---

Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

## Taught Programmes

---

MBA

Oxford 1+1 MBA Programme

Executive MBA

MSc Financial Economics

MSc in Major Programme Management

MSc in Law and Finance

Diploma in Financial Strategy

Diploma in Global Business

Diploma in Organisational Leadership

Diploma in Strategy and Innovation

BA in Economics and Management

## Research Programmes

---

DPhil Programme in Management Studies

## Executive Education

---

### General Management

---

Oxford Advanced Management and Leadership Programme

### Leadership

---

Oxford Strategic Leadership Programme

Oxford High Performance Leadership Programme

Women Transforming Leadership Programme

Oxford Programme on Negotiation

Corporate Reputation and Executive Leadership Programme

### Strategy and Change

---

Oxford Scenarios Programme

Consulting and Coaching for Change

CIO Academy

Corporate Affairs Academy

Oxford Cyber Risk for Leaders Programme

## Finance

---

Oxford Finance and Corporate Governance Programme

Oxford Chicago Valuation Programme

Oxford Investment Management Programme

Oxford Private Equity Programme

Oxford Real Estate Programme

Oxford Impact Investing Programme

## Custom Programmes

---