

University of
Oxford

MBA programme
2015/16



“Welcome to the Saïd Business School. I am delighted that you are considering applying to the Oxford MBA programme.

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.”

Dana Brown, Director of the MBA Programme







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. Competitiveness now requires companies 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.



In this new and still rapidly changing environment we have refocused our MBA programme to ensure that it continues to fulfil the needs of today's students.

A world-class business school

Our MBA provides a solid grounding in the major business disciplines and core business skills. Said Business School faculty are world-class experts in their fields who develop modules that are based on up-to-date best practice and the latest academic research. These modules are always evolving. Recent changes to the MBA have included extended core modules and a re-sequencing of offerings to optimise learning.

Underpinning a rigorous programme of modules is an extended and strengthened talent development programme. All of our MBA students will be offered professional coaching and a suite of optional courses to help you refine your interpersonal, communication and team-work skills. The talent development initiative will help you use what you have learned to achieve the personal and professional impact to which you aspire. Through interdisciplinary and experiential training, we will give you the skills you need to address the diverse issues that businesses face today. The MBA at Oxford will open your mind to a wealth of knowledge and ideas.

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 programme by integrating a range of different skills, ideas, and approaches.

We continue to draw on expertise from different disciplines in other parts of the University. In our elective modules and a new range of integration 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, and the sciences. 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 programme 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.

We believe that these changes to our MBA programme will result in a more 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

MBA Launch

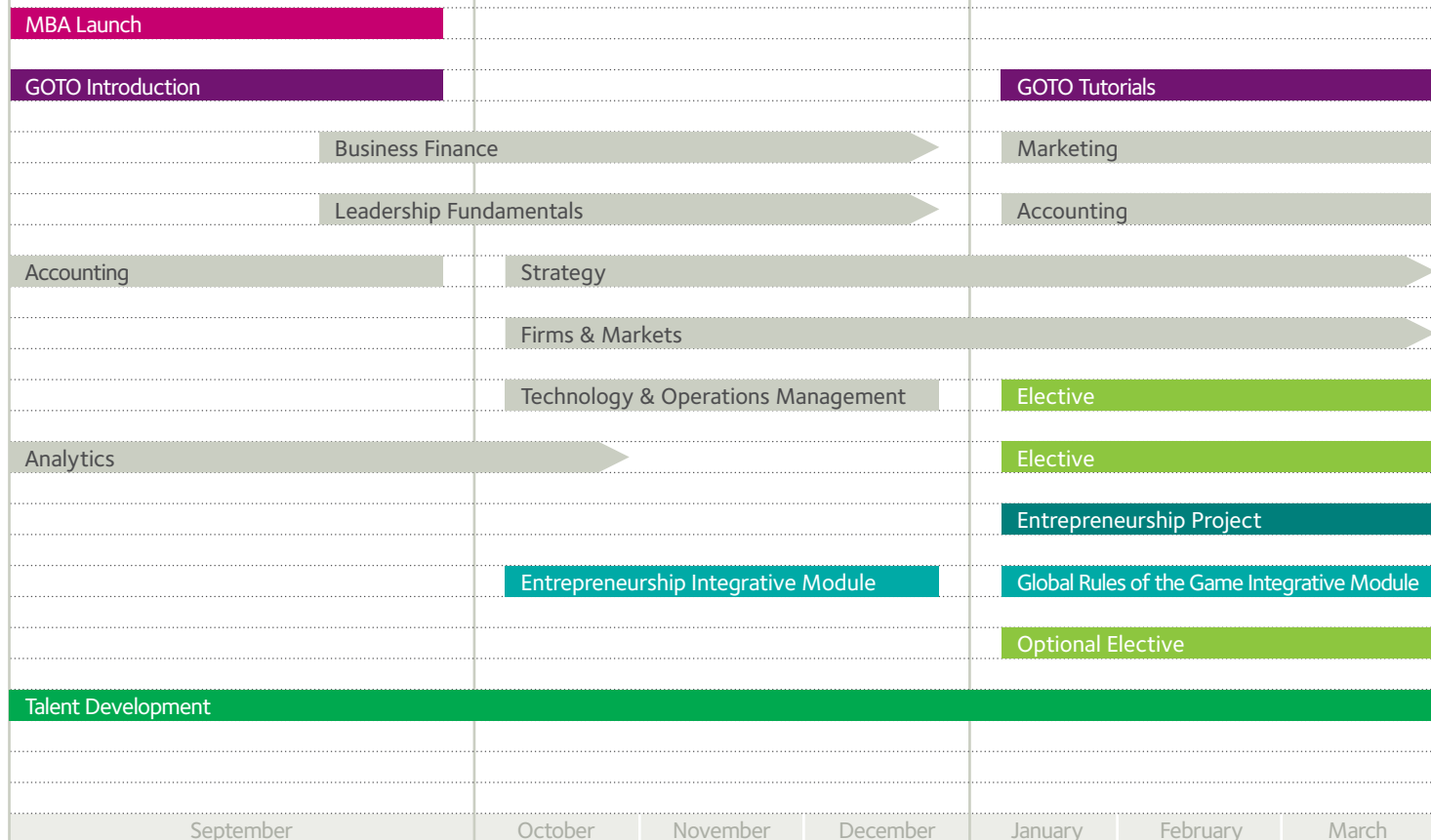
The MBA Launch is a series of events, activities, and workshops which will help prepare you for your MBA, equip you with personal and professional development skills, and start to build your MBA community. The Launch will run from September to October. Academic courses and the Global Opportunities and Threats Oxford (GOTO) course will also begin during this time, and there will be opportunities to network with your MBA colleagues, faculty, staff, alumni from the business school, and members of your college.

Michaelmas term

During this term you will start to build the foundations of business by completing core modules. You will also have access to support courses and begin working on your talent development plan. The first integrative module takes place during Michaelmas and focuses on Entrepreneurship.

Hilary term

During Hilary you will continue to work on core modules, as well as choosing your electives. The Entrepreneurship Project takes place during this term and you will begin your GOTO tutorials. The second integrative module, Global Rules of the Game, is taught during Hilary.



Before you arrive

You will prepare for your Oxford MBA by logging into the private, pre-arrival area of our website. This contains an introduction to Saïd Business 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.

Trinity term

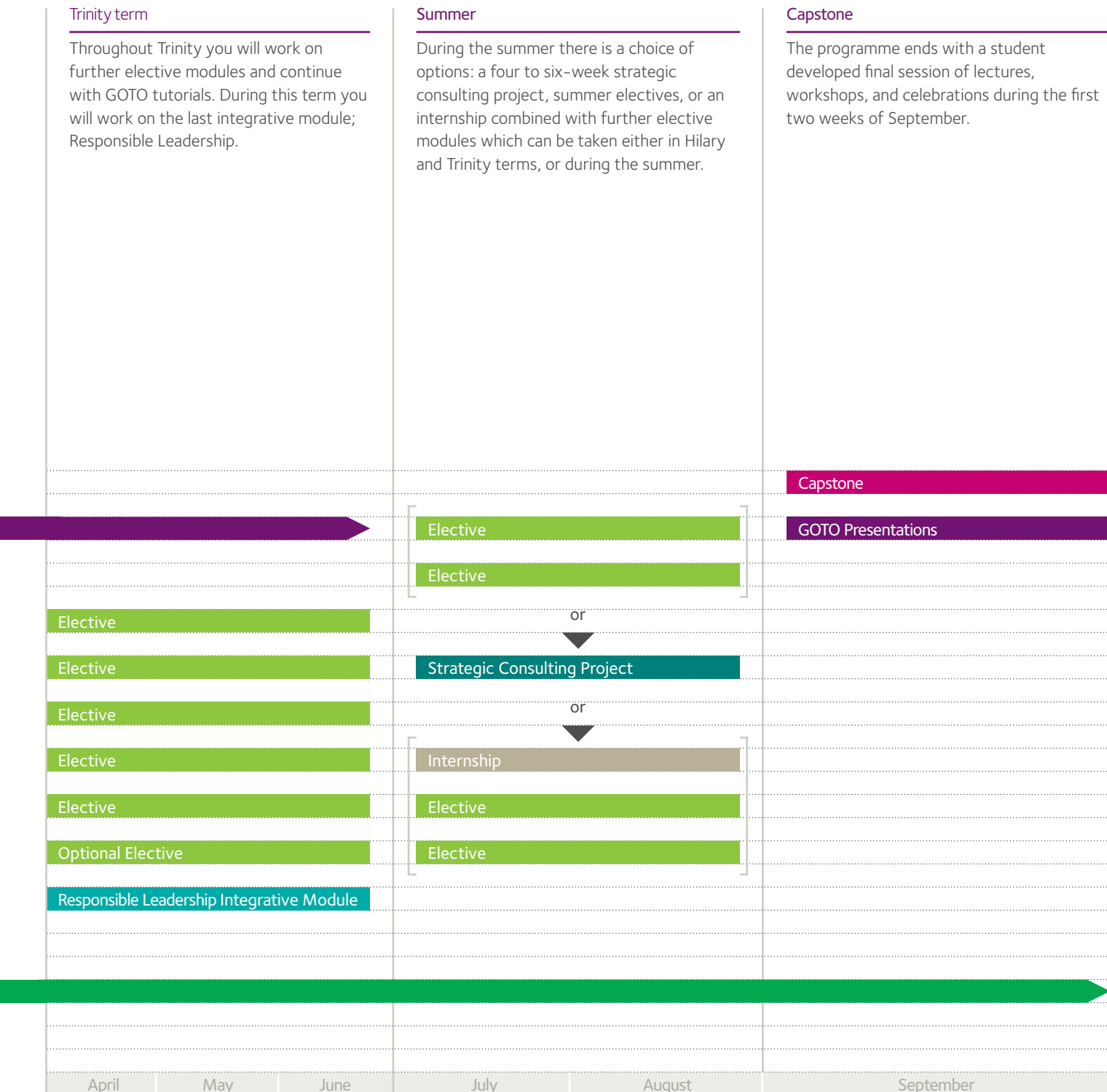
Throughout Trinity you will work on further elective modules and continue with GOTO tutorials. During this term you will work on the last integrative module; Responsible Leadership.

Summer

During the summer there is a choice of options: a four to six-week strategic consulting project, summer electives, or an internship combined with further elective modules which can be taken either in Hilary and Trinity terms, or during the summer.

Capstone

The programme ends with a student developed final session of lectures, workshops, and celebrations during the first two weeks of September.



Programme elements

Talent development

During the MBA programme 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, based on the principal business functions, will give you 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 taught integrative modules during the University terms.

Strategic Consulting project

Working as part of a team, you undertake a four to six-week consulting project for a corporate sponsor. Projects take place all over the world and for all kinds of organisations, including companies, charities, non-profits, and start-ups.

Support courses

Support courses are run during Michaelmas term 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.

Elective modules

During the second and third terms and the summer, you will choose from a menu of between 30 and 40 elective modules. 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.





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.



Employment

% of students seeking employment
who had secured an offer **within 3**
months of graduation

89%

Students returning to their
previous employer

25

Students starting their own business

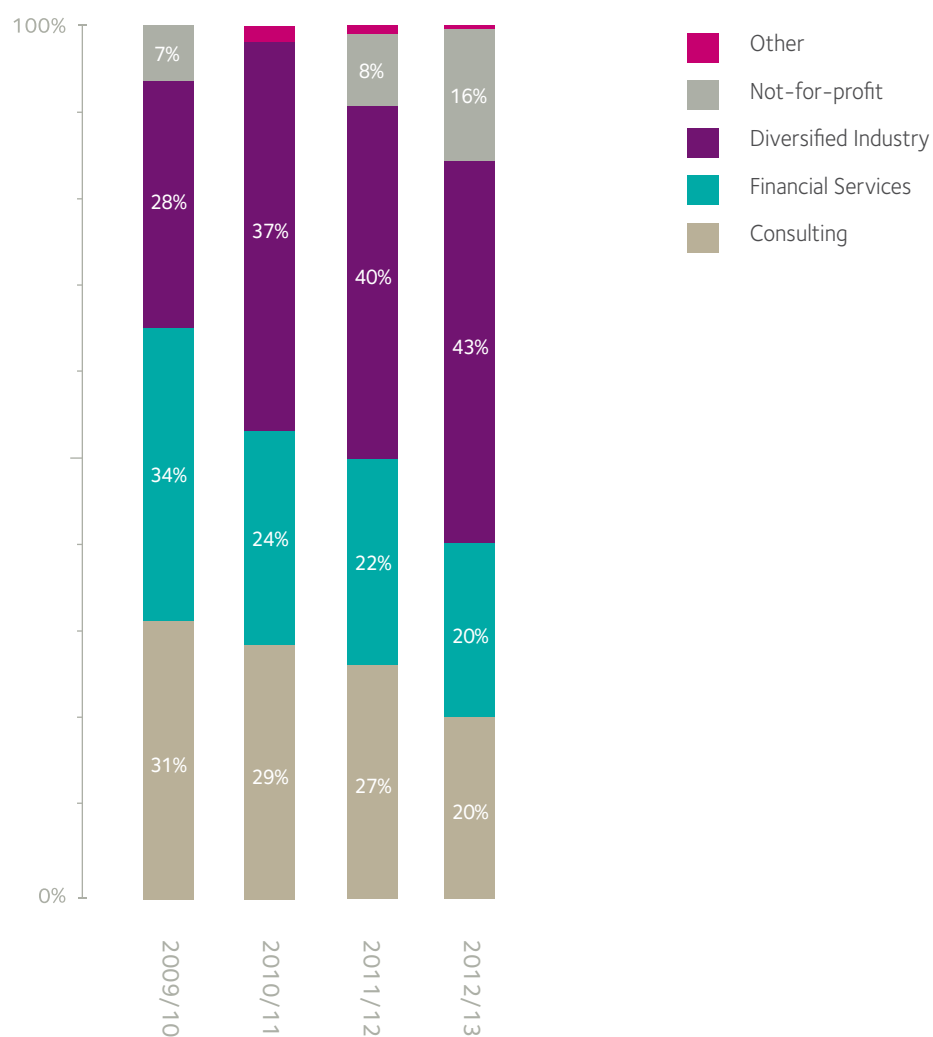
19

Not seeking employment
for other reasons

5

Information based on responses from 87% of the class

MBA post-graduation careers choices



MBA Salaries 2012/13

	Average	Median	Max	Min
Overall	£60,589	£60,000	£101,1206	£17,653
Consulting	£75,853	£79,730	£100,000	£46,000
Finance	£57,904	£59,300	£82,797	£19,615
Diversified Industry	£61,228	£65,000	£101,206	£32,505
Not-for-profit/Government	£39,733	£43,250	£53,358	£17,653

Facts and figures

Local Chapters:



- 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

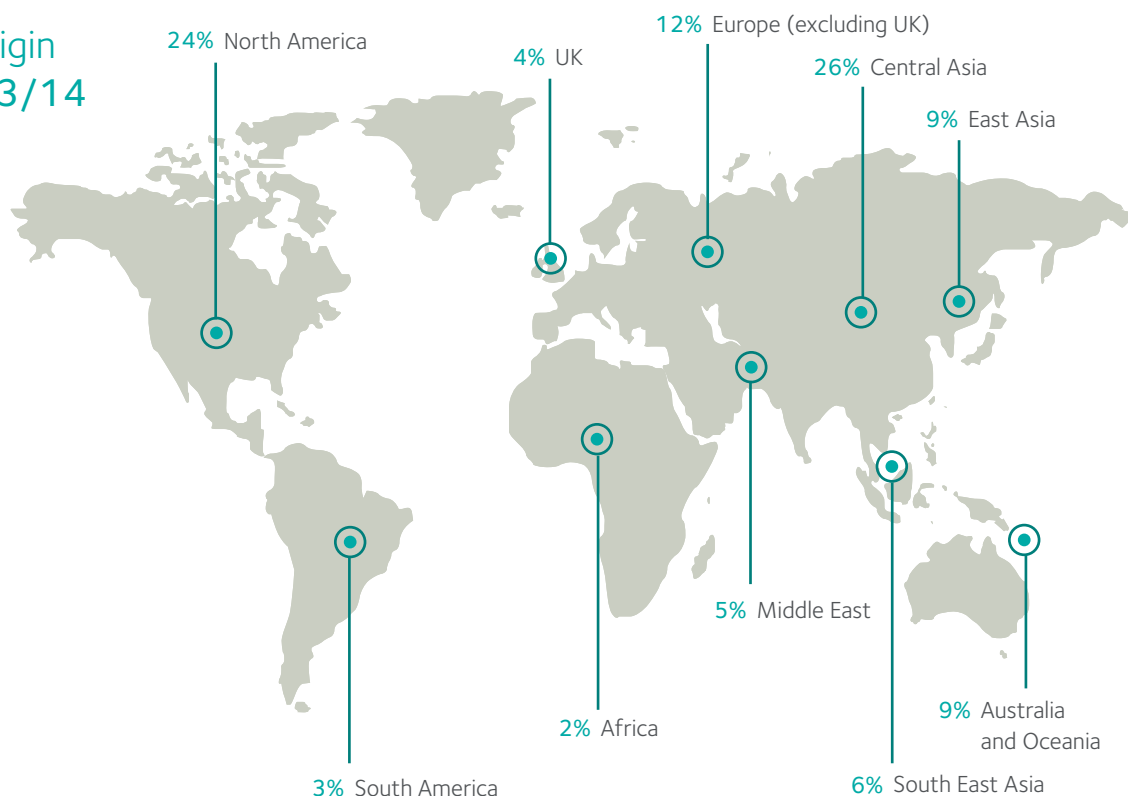
14 diverse networks create an environment for continuous learning and offer the opportunity to engage with individuals with similar interests and build peer, alumni, and industry networks. Networks available may vary depending on each year's class preferences. These were the networks available during 2013/14.

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

Geographical origin MBA class 2013/14



Class facts MBA class 2013/14



247

Class size



692

Average GMAT score



6yrs

Work experience



21%

Married students

1832
2741

29

Average age



43

Nationalities



28%

Female students

0-100

23-42

Age range



96%

International students



12%

Dual nationality

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, previous, 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)** if English is not your native or working language or if you have not completed your undergraduate degree in an English speaking country (See below table for language test minimum scores).

Two professional references

Three essays on the topics outlined in the online application form.

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

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.



Start your application:
www.sbs.oxford.edu/mba

Admissions process

We operate a staged admissions process and we strongly encourage you to apply as early as possible. Applications for the 2015/16 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 or 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 decision deadline of the stage in which you have applied.

	Apply by	Interview decision by	Final decision by
Stage 1	15 Sept 2014	26 Sept 2014	17 Oct 2014
Stage 2	31 Oct 2014	14 Nov 2014	05 Dec 2014
Stage 3	09 Jan 2015	30 Jan 2015	27 Feb 2015
Stage 4	13 Mar 2015	27 Mar 2015	24 Apr 2015
Stage 5	24 Apr 2015	08 May 2015	29 May 2015
Stage 6	29 May 2015	12 Jun 2015	26 Jun 2015

Fees

The fees for 2015/16 are £47,925 which includes:

- Tuition
- Membership to an Oxford college (approximately £3,150)
- Long life membership to the Oxford Union



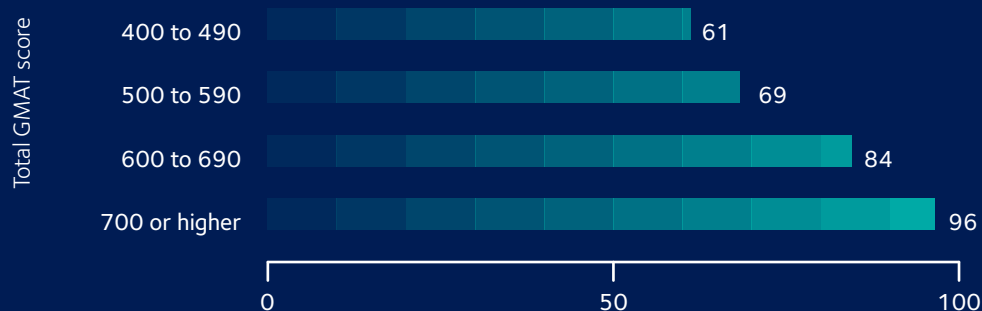
Next steps

- **Visit 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.
- **Assess your profile:** Our MBA admissions team can provide advice on your suitability for the MBA programme. Please complete our online assessment form and 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.

MBA Admissions Office
Saïd Business School
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Oxford, OX1 1HP
United Kingdom

Tel. +44 (0)1865 278804
Email: mba-enquiries@sbs.ox.ac.uk
www.sbs.oxford.edu/mba

Average number of study hours by GMAT score



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



Saïd Business School

Saïd Business School is one of the world's leading and most entrepreneurial business schools. An integral part of the University of Oxford, the School embodies the academic rigour and forward thinking that has made Oxford a world leader in education. The School is dedicated to developing a new generation of business leaders and entrepreneurs and conducting research not only into the nature of business, but the connections between business and the wider world.

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

Oxford Transition to
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

Retail Location Analysis

Finance

Oxford Finance Programme
for Senior Executives

Oxford Impact Investing
Programme

Oxford Private Equity
Programme

Oxford Chicago Valuation
Programme

Oxford Global Investment Risk
Management Programme

Custom Programmes