Agenda

- Multi-Disciplinary Action Projects (MAP)
  - Program description and history
  - Learning goals
  - Projects and project flow
  - Supporting resources
  - Success factors
- Getting Started: An Undergraduate Pilot (ALPS)
What is MAP?

MAP is ...

- 500 Students
MAP is ...

- 100 Sponsors

- 40 Faculty
MAP is ...

- 0 Classes

MAP is ...

- A core course

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<tr>
<th>Pre-Term</th>
<th>Fall A</th>
<th>Fall B</th>
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“Know-What”

“Know-How”
Motivation for MAP (1991)

- Practical Understanding
- Analytical Knowledge
- ‘Soft’ Skills

What recruiters said they needed from B-school graduates

What recruiters said they received from B-school graduates
The Case Method vs ABL

- Discovery / Sense-making
- Team Formation
- Problem / Opportunity Definition
- Planning
- Data Collection
- Data Analysis
- Evaluation of Alternatives
- Recommendations
- Implementation
- Monitoring / Learning
- Adaptation

MAP Pilot (1992)

- Five core courses reduced to half-semester length
  - IT, Management Accounting, Operations, OB, Statistics
- Faculty from these areas became first MAP advisors
- Projects focused on process improvement
MAP 1990’s

- Pilot program declared a success – MAP becomes a core requirement
- Faculty advising teams reduced from 5 to 3 advisors per project
- ‘Externally’ oriented projects added (e.g., market entry, growth)
- First international projects

MAP Today
Learning Goals

- Apply and Integrate Core Knowledge & Tools
- Build ‘Real World’ Critical Thinking Skills
- Test and Develop Leadership Capabilities

Core Business Knowledge

- Select the right core concepts and tools
Core Business Knowledge

- Apply core knowledge in practical situations

Core Business Knowledge

- Develop an integrated perspective
‘Real World’ Critical Thinking Skills

- Make sense of unstructured problems

- Visualize goals and a plan to achieve them
‘Real World’ Critical Thinking Skills

- Seek out the best available data

‘Real World’ Critical Thinking Skills

- Develop innovative, actionable solutions
Leadership Capabilities

- Form and maintain a strong team

Leadership Capabilities

- Navigate organizations, perspectives, and cultures
Leadership Capabilities

- Create the best possible outcome

Leadership Capabilities

- Reflect on both process and results
MAP Projects

Project Types (MAP 2011)

- Acquisition Strategy
- Business Plan Development
- Customer Relationship Management
- Market Entry Strategy
- Market Growth Strategy
- Opportunity Identification and Selection
- Organizational Change
- Performance Measurement and Improvement
- Process Re-design
- Product Development and Innovation
- Social Media Strategy
What is a MAP Project?

- A real business challenge
- Important to the sponsor
- Multi-disciplinary in nature
- No existing solution
- Requiring actionable recommendations

Example: General Electric (USA)

Project Scope: Go-to-market strategy for wind energy products
Example: GVK (India, Korea, HK, Singapore)

Project Scope: Benchmarking of Airport Passenger Services

Example: Ubisoft (San Francisco)

Project Scope: Marketing of video games and market entry into movies.
Example: Bridge Points (Texas)

Project Scope: Acquisition strategy focused on biotech and medical devices.

Example: Joe One (China)

Project Scope: Growth strategy for a line of Men’s clothing.
Why Do Sponsors Participate?

- High-caliber team
- Latest concepts and tools
- External viewpoint
- Fact-based solutions
- Actionable recommendations

"We've sponsored 16 projects since 1997. Ross MAP teams consistently deliver valuable recommendations that we have implemented."

- Kathy Marryat
  Vice President, American Express

Project Flow
Project Sourcing

MAP Kickoff (March 7th)

Project Outreach (Summer)

Project Proposal Acquisition (Fall)

Faculty Review Proposals (December)

Students Review Proposals (Early January)

Student Project Assignments (Mid January)

Project Flow

March

April

Project Entry
- Team formation and startup
- Project scoping and planning

Diagnosis
- Primary and secondary research
- Data analysis and synthesis

Solutions
- Generation of alternatives
- Evaluation of alternatives

Final Deliverables
- Actionable recommendations
- Supporting data and logic

Advising and Coaching Meetings
Essentials: Project Charter

- A living document summarizing project goals and how the team will work together
  - Initial Scope Statement
  - Team roles & responsibilities
  - Collaboration guidelines

Essentials: Letter of Engagement

- Purpose: Ensure shared understanding between the team, sponsor, and advisors
  - Project Scope Statement
  - Work Plan
Essentials: Advising Meetings

- Purpose: Ensure best possible learning experience for the team – and best possible deliverables for sponsors
  - Report on project progress
  - Discuss significant challenges and opportunities
  - Reflect on process and learning

Project Scoping
Scope Project for Maximum Impact

Proposed Deliverables
• Actionable recommendations with maximum possible impact given project scope and available resources

Balance Scope and Work Plan

Desirability

Project Scope
• Goals
• Boundaries
• Deliverables

Feasibility

Work Plan
• Schedule
• Milestones
• Requirements
Project Scope Evolves Over Time

Some Scope Changes are Expected

- Faculty and staff work with sponsors to draft initial parameters for the project (‘opportunity sandbox’)
- Student team works with sponsor and advisors to structure problem and finalize project scope
- Further changes to the scope may be agreed upon by the team, sponsor, and advisors as the project moves to completion
Other Scope Changes ‘Happen’

- Senior management decides it wants the team to focus on a B2C social media initiative, rather than on B2B ecommerce
- Budgets are reduced and the sponsor liaison decides she can no longer afford to send the team to China
- The division hosting the project is sold, the liaison is laid off, and the project is cancelled
- The U.S. invades Iraq and most international projects suddenly become domestic ones

Last Year: Bangkok
Last Year: Eyjafjallajökull

Project Support
Learning Partners

- Sponsor Liaison
- MAP Office
- Faculty Advisors
- Student Team
- Coaches
- Consultants

Faculty Advisors Are...
Faculty Advisors Are Not...

Available on an ‘as needed’ basis to assist teams in developing research goals and methodology (e.g., interviews, focus groups, surveys)

Primary Research Consultant

- Available on an ‘as needed’ basis to assist teams in developing research goals and methodology (e.g., interviews, focus groups, surveys)
Secondary Research Consultants

- a.k.a. Librarians
- Each team is assigned a librarian who can assist the team in finding and using library resources

Team Process Coach

- Assists with developing and maintaining an effective team process – a key ingredient to a successful MAP experience
Communication Coach

- Each team is assigned a Communication Coach who can assist with the communication components of MAP deliverables
  - Letter of Engagement
  - Final Presentation
  - Written Report

Keys to Success
Preparation

- For meetings, interviews, data collection ...

Flexibility

- Flights get delayed, people can’t meet ...
Commitment

- MAP is the equivalent of a full course load

Communication

- With team members, sponsors, advisors ...
BBA Pilot: Summer 2010

ALPS (Action Learning Projects)
Program Timeline

- March: Program Design
- April: Project Prep
- May: Project Entry
- June: Diagnosis
- July: Solutions
- August: Final Deliverables

ALPS Preparation Workshops

- “Mindful Engagement”
- Team Formation
- Project Entry and Scoping
- Client Relationships
- Project Management
- Conducting Primary Research
- Applying Strategic Tools
## MAP vs ALPS

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<tr>
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<th>MAP</th>
<th>ALPS</th>
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<tbody>
<tr>
<td>Preparation Workshops</td>
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<td>7</td>
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<tr>
<td>Project Duration</td>
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<td>12 weeks</td>
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<td>Initial Project Scope</td>
<td>Greater Ambiguity</td>
<td>More Bounded</td>
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<td>Project Locations</td>
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<td>Credit Hours Per Student</td>
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<td>Students per Team</td>
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<td>Faculty Advisors Per Project</td>
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### Parting Thoughts

Student
Let Students Drive

Beware the ‘Valley of Death’

- “Honeymoon Start”
- “Valley of Death”
- “Flat Line”
- “Strong Finish”
Build In Time for Reflection

Enjoy Learning Outside the Classroom