Experiential Learning: Management Practice at Emory

Robert K. Kazanjian
Vice Dean for Programs
Professor of Organization & Management
Goizueta Business School
Emory University

Agenda

• Why Adopt an Experiential Learning Component?
• The Management Practice Experience
  – MP 1.0
  – MP 2.0
• Staffing and Logistics
• Key Learnings from Multiple Versions
Sources of Data, Observations, Forecasts

Faculty:
- Ideas from other schools?
- Forecasts of future
- Research that will port to MBA

Current Students:
- Skills used, desired on internship

Alumni / Alumni Rel’ns:
- What skills are core (survey)?
- Open ended Qs about future (survey)

Press:
- Business trends
- Forecasts of future
- Editorials

Employers/CMC:
- What are GBS students’ weaknesses
- What are future skills needed (in-depth interviews)

MBA Admissions:
- What are applicants asking about?

Program Offices:
- What are students asking about?
- What is reported by peers at comp’n

Competitor Schools:
- Announcements
- Reverse eng’g their curr.

Deans Office:
- What are advisory boards saying?

Library:
- What communications are others making?
- Demographic trends

Motivation

Survey results: employers generally find that MBA’s ...

... only see the obvious (weak on peripheral thinking)
   Do not see opportunities/concerns that extend outside the immediate problem; Linear thinking

... tend to think in silos (vs. integrate to solve a problem)

... struggle applying their analytical and problem-solving skills in practice

... are uncomfortable dealing with ambiguity
   Struggle with poorly defined and/or hard-to-define problems;
   Are too quick to abandon a problem due to imperfect data
### Revised MBA Curriculum for 2010

#### First Year, Fall Semester

<table>
<thead>
<tr>
<th>4 Weeks (Block 1)</th>
<th>5 Weeks (Block 2)</th>
<th>6 Weeks (Block 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data &amp; Decision Analysis</td>
<td>Data &amp; Decision Analysis</td>
<td>Data &amp; Decision Analysis</td>
</tr>
<tr>
<td>Leading Org'ns &amp; Strategy</td>
<td>Leading Org'ns &amp; Strategy</td>
<td>Leading Org'ns &amp; Strategy</td>
</tr>
<tr>
<td>Economics</td>
<td>Economics</td>
<td>Economics</td>
</tr>
<tr>
<td>Prof'l Communications (A)</td>
<td>Prof'l Communications (A)</td>
<td>Prof'l Communications (A)</td>
</tr>
<tr>
<td>Mgmt Practice (A)</td>
<td>Mgmt Practice (A)</td>
<td>Mgmt Practice (A)</td>
</tr>
<tr>
<td>Exams</td>
<td>Exams</td>
<td>Exams</td>
</tr>
</tbody>
</table>

#### First Year, Spring Semester

<table>
<thead>
<tr>
<th>6 Weeks</th>
<th>1.5 Weeks</th>
<th>6 Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process &amp; Systems Management</td>
<td>Mid-Semester Modules</td>
<td>Prof'l Communications (B)</td>
</tr>
<tr>
<td>Elective #1</td>
<td>Break</td>
<td>Elective #1</td>
</tr>
<tr>
<td>Elective #2</td>
<td>Elective Practice (B)</td>
<td>Elective #2</td>
</tr>
<tr>
<td>Elective #3</td>
<td>Elective Practice (B)</td>
<td>Elective #3</td>
</tr>
<tr>
<td>Elective #4</td>
<td>Elective Practice (B)</td>
<td>Elective #4</td>
</tr>
<tr>
<td>Mgmt Practice (B)</td>
<td>Elective Practice (B)</td>
<td>Mgmt Practice (B)</td>
</tr>
<tr>
<td>Exams</td>
<td>Exams</td>
<td>Exams</td>
</tr>
</tbody>
</table>

### Experiential Learning Prior to Curriculum Revision

- In-Class Speakers Related to Case or Lecture
- “Live” Cases in a Range of Courses
- Site Visits Linked to Specific Courses
- Goizueta Marketing Strategy Competition
Goizueta Marketing Strategy Competition: Twenty Years of Experiential Learning

• Offered continuously since 1991
• Matches 42 students in teams with 6 corporate clients on a marketing strategy project
• 1 faculty member, student leadership board, student team liaisons
• Clients pay a fee to participate, get detailed report with research and recommendations
• 150 judges from Atlanta business community assess final presentations in a case competition-like setting
• http://www.goizueta.emory.edu/gmsc

GMSC Clients

Acuity Brands  EarthLink  Emory University  Equifax  Focus
ADP  Fujitsu Business Communications Systems  GE
Alliance Theater/BBDO  Georgia Lottery Corporation  Georgia-Pacific
American Cancer Society  GlaxoSmithKline  Goody Products, Inc.
The American Red Cross  Hewlett Packard  IBM
AT&T  Kimberly-Clark  LAN
Atlanta Bread Company  Lithonia Lighting  Markham
Atlanta Symphony Orchestra  Merck & Company  MOTOROLA, INC.
Atlanta Thrashers  Motorola, Inc.  NCR Corporation
BellSouth  Norrell Corporation  NCR Corporation
Budget Rent-A-Car  Ryther  OXON
CARE  Rock-Tenn Company  Saab Cars USA
Cartoon Network  Solvay Advanced Polymers, LLC  Solvay Pharmaceuticals, LLC
Chick-Fil-A  Song Airlines  Song Airlines
Chubb Group of Insurance Companies  The Southern Company  SunTrust
CIBA Vision  Synovus  Tetra Pak
Cingular Wireless  Turner Broadcasting System Inc.  United Way of Metropolitan Atlanta
The Coca-Cola Company  United Way of Metropolitan Atlanta  UPS
Cox Communications  United Way of Metropolitan Atlanta  United Way of Metropolitan Atlanta
Delta Air Lines  United Way of Metropolitan Atlanta  United Way of Metropolitan Atlanta
Dixie  United Way of Metropolitan Atlanta  United Way of Metropolitan Atlanta

GMSC Clients

Acuity Brands  EarthLink  Emory University  Equifax  Focus
ADP  Fujitsu Business Communications Systems  GE
Alliance Theater/BBDO  Georgia Lottery Corporation  Georgia-Pacific
American Cancer Society  GlaxoSmithKline  Goody Products, Inc.
The American Red Cross  Hewlett Packard  IBM
AT&T  Kimberly-Clark  LAN
Atlanta Bread Company  Lithonia Lighting  Markham
Atlanta Symphony Orchestra  Merck & Company  MOTOROLA, INC.
Atlanta Thrashers  Motorola, Inc.  NCR Corporation
BellSouth  Norrell Corporation  NCR Corporation
Budget Rent-A-Car  Ryther  OXON
CARE  Rock-Tenn Company  Saab Cars USA
Cartoon Network  Solvay Advanced Polymers, LLC  Solvay Pharmaceuticals, LLC
Chick-Fil-A  Song Airlines  Song Airlines
Chubb Group of Insurance Companies  The Southern Company  SunTrust
CIBA Vision  Synovus  Tetra Pak
Cingular Wireless  Turner Broadcasting System Inc.  United Way of Metropolitan Atlanta
The Coca-Cola Company  United Way of Metropolitan Atlanta  UPS
Cox Communications  United Way of Metropolitan Atlanta  United Way of Metropolitan Atlanta
Delta Air Lines  United Way of Metropolitan Atlanta  United Way of Metropolitan Atlanta
Dixie  United Way of Metropolitan Atlanta  United Way of Metropolitan Atlanta

EMORY
GOIZUETA BUSINESS SCHOOL

EMORY
GOIZUETA BUSINESS SCHOOL
Management Practice Version 1.0

Fall - 1st year

- Business Models & Value Creation
- Structured Problem Solving
- Live Case

Management Practice Version 1.0

Spring – 1st Year

- Business Problem Analysis
- Regression Refresh
- Data-Driven Decision-Making: Returns to Innovation
Project #1: Unstructured Problem-Solving

• Turning Around a Business: Healthcare and the Grady Health System (9 groups)

• Mergers & Acquisitions: Financial Services (9 groups)

• Managing in a Downturn: Business-to-Business Contexts and the Service and Maintenance Business of Rogers Electric (9 groups)

Project #1 Objectives:

• Understand the business model and issue
• Clearly define the project scope
• Get the right data/information
• Conduct the right analyses
• Communicate your conclusions

• Note: Student teams run independently and in competition
Project #1 Deliverables

• Deliverable 1
  - Project Scope, Work Plan, and Data Sources
• Deliverable 2
  - Problem Analysis and Solution Generation
• Deliverable 3
  - Evaluate Solutions and Make Recommendations
  - Working Session/Presentation
  - Final Written Report

Project #2: Quantifying Returns to Innovation

• Quantifying Returns to Innovation and New Product Variants in Mature Markets
  - Assess the attractiveness of a strategy aimed at developing and bringing to market innovations and new product variants
Representative MP Clients

Usually alumni / current student connections to client company

• AGCO
• Equifax
• ExxonMobil
• Grady Health System
• The Green House© Project
• LG Electronics
• Molnlycke Health Care
• Rogers Electric

Staffing & Logistics

• Staffing
  - Two faculty members, part-time
  - Guest faculty appearances, compensated
  - Corporate presenters / clients
  - Librarian support on research / data needs
  - ½ senior staff support person
  - 4-8 second year MBA teaching assistants
Staffing & Logistics

• Logistics
  - Year 1: All 160-180 students in auditorium for most sessions...common experience...space in curriculum calendar
  - Year 2: In three sections to match core format
  - Three client projects...manageability
  - Students did not choose projects or teams...learning objectives and manageability
  - 1 client / 9-10 student project teams

Management Practice Version 1.0 Results

• Mixed reaction by students and faculty
  - Immediate v. post internship
• Strong student preference for projects that fit their interests v. random assignment
• Loss of intimacy and connection in large group, common project setting
• Approach was too unstructured
Management Practice Version 2.0

August 1st Year
Structured Problem Solving

November 1st Year
Business 360

Spring Semester 1st Year
MP Electives (1st year)

MP Elective – New Product Lab

• Understand New Product Development process
• The opportunity to work on an actual business new product initiative that is in one or more of the following phases:
  - Opportunity
  - Identification/Selection
  - Concept Generation
  - Concept/Project Evaluation
  - Development
  - Launch
• Approximately 30 students
New Product Lab Projects

1. Atlanta Falcons
2. Newell Rubbermaid Calphalon
3. Coca-Cola
4. Coca-Cola Interactive Vending
5. Comcast
6. Newell Rubbermaid Goody
7. Turner Broadcasting

MP Elective – Catalyzing Social Impact

• Structured, detailed and systematic research that addresses real-world problems
• Apply what they are learning across classes to develop solutions that will address the problem and make a visible contribution
• Minimum of 400 pro-bono “billable hours” per client
• Partner with strategy consulting firm to deliver “Bootcamp”
MP Elective – Catalyzing Social Impact

Current Projects Include:
• Develop a plan for a program to identify, mentor, finance and scale entrepreneurial ventures located in Atlanta’s disadvantaged neighborhoods
• Develop a business plan for a for-profit network of hospitals and clinics in urban and rural Ethiopia

MP Elective – Financial Valuation

• Theory and Practice of Valuing a Company
• Real-world practitioners
  - Valuation experts teach real-world techniques
  - Alumni practitioners coach student teams
  - CEO of privately-held company is the client, provides coaching and guidance for teams
• Finance professor teaches valuation techniques, integrates theory and practice, coaches and evaluates teams
• 55 students...highest enrollment for MP elective
Key Learnings

• Experience transcends what is possible in class
  - Cases or simulations: constrained, biases, stay in the data
  - Field projects: ambiguous, your own biases, push for clarity, get your own data, deeper learning

• Deepened relationships with alumni and organizations

• Finding projects is easy, but...
  - Scoping is a balance of ambiguity v. specificity
  - Gaining clarity of commitment, accessibility, involvement

• Kick-off sessions are critical
  - Mirrors project launch in corporate settings
  - Faculty, company execs, students, TAs, Librarians, staff support

Key Learnings

• Practitioners provide more than just content
  - Add credibility, relevance and reality to the process
  - Help drive student buy-in to the process: role of the CEO pitch

• Easy to under-estimate resource requirements...even in a small program
  - Too much for 1-2 people to manage on their own
  - Teams of content specialists to provide breadth and add variety
  - Modular approach

• Single project/company v. multiple
  - Resource trade-offs
Key Learnings

• Second year MBA team guides are key
  - Facilitate process
  - Mentoring process creates greater student buy-in
• Best when it is a high-touch experience
  - Students choose their project
  - Sessions no bigger than normal classes
  - Balance of team and individual work
  - Face time with practitioners, professors, and second year MBA guide
  - Lots of feedback on deliverables
• Critical to Schedule during 1st year before summer internships

Indicators of Experiential Learning Impact

• Student evaluations
• Faculty evaluations
• Internship offer rates
• Internship conversion rates to full time offers
• Employer feedback surveys
  - Quality of internship experience
  - Quality of full time hire experience