



BA 553 – Multidisciplinary Action Projects (MAP)

**Instructor:** Various  
**Classroom:** Field Project

Multidisciplinary Action Projects provide an opportunity for teams of first-year MBA students to analyze a real, complex business problem or opportunity in an organizational context with a sponsoring company or organization. Each team works under the guidance of a multidisciplinary faculty group.

Each year, we accept MAP proposals from sponsors looking to solve problems, identify new processes, and target opportunities for growth. A MAP team consists of 4–6 Ross MBA students who are guided by faculty advisers. Each project requires analytical rigor, critical thinking, and genuine teamwork. At the end of the project, teams present their analyses and recommendations to their sponsors in both a written report and a final presentation.

We look for challenging projects that have no simple solution. MAP projects are multidisciplinary and can cover a range of business issues from developing a strategic marketing plan for China to working with an AIDS clinic in Papua New Guinea. They can be domestic, international, corporate, entrepreneurial, or nonprofit. The school is committed to MAP projects sponsored by nonprofits, especially those in the developing world, and to corporate and entrepreneurial projects that involve clean tech and sustainable enterprise.

Students self-select which projects they work on via a bidding system.

Two tables follow, laying out completed projects in Spring 2008 and projects expected to be completed in Spring 2009.

Michigan (Ross) Relevant MAP project descriptions

**Winter 2008 Projects relevant to Beyond Grey Pinstripes:**

**18 out of 80 projects were devoted primarily (76-100%) to addressing social or environmental issues.**

Sponsor	Location	Industry	Description
Ascension Health	St, Louis, MO	Nonprofit/Healthcare	Determine operational, financial, and economic model
Make-A-Wish Foundation of America	Phoenix, AZ	Nonprofit	Formulate brand strategy
Michigan Future, Inc	Detroit, MI	Nonprofit	Produce strategy to create central city neighborhoods
Academy for Educational Development	Ghana	Nonprofit	Identify operational improvements
Acumen Fund	India	Nonprofit	Create market analysis and sustainable distribution strategy
Acumen Fund	Tanzania, New York, N.Y., and Washington, DC	Nonprofit	Assess potential for Tanzanian agricultural sector investments
Aravind Eye Care System	India	Nonprofit/Healthcare	Recommend organizational plan to operate managed care facilities
Business for Social Responsibility	China	Nonprofit	Prioritize critical water issues and resources in China
CARE Central America	Honduras	Nonprofit	Use “live cases” to analyze, test, and clarify existing models and business development
Fundação BRAVA	Brazil	Nonprofit	Determine U.S. market entry plan for small, innovative, integrated brand management services company in Sao Paulo
Hagar Soya	Cambodia	Nonprofit	Expand marketing of nutrition products into the Mekong Region
Operacao Sorriso do Brasil	Brazil	Nonprofit/Healthcare	Produce business plan to support hospital
Virika Hospital	Uganda	Nonprofit/Healthcare	Establish financial reporting and tracking model
VisionSpring	India	Nonprofit	Analyze market and primary eye care in rural India
Cummins Inc	Columbus, IN	Machinery & Equipment	Recommend strategy for environmental operations initiative
Holcim, Ltd.	Waltham, Mass. And Dundee, Mich.		Execute situational analysis of implications of climate Dundee, Mich. change legislation on cement sector
Lion Cells, Inc.	Silicon Valley, Calif	Diversified Manufacturing	Assess market for electric displacement of small gas engines
Microsoft Corporation	South Africa	Computer & Software Services	Develop NGO capacity building model

## Michigan (Ross) Relevant MAP project descriptions

### Winter 2009 Projects relevant to Beyond Grey Pinstripes

24 out of 85 projects are devoted primarily (76-100%) to addressing social or environmental issues.

Sponsor	Location	Industry	Description
Ascension Health	St. Louis, MO	Nonprofit	Business opportunity and feasibility study
Grand Traverse Regional Land Conservancy	Traverse City, MI	Nonprofit	Development of a model Conservancy-managed Forest Investment and Protection Program
Rush Medical Center	Chicago, IL	Nonprofit	Analysis of patient communication pathways and technologies
Blue Cross Blue Shield of Michigan	Detroit, MI	Nonprofit	Analysis of key process costing
Aravind Eye Care System	India	Nonprofit	Develop an H.R. strategic plan to recruit and develop a talented workforce
Kumi Hospital	Uganda	Nonprofit	Develop a procurement and stock management system
Fundación Cuidado Infantil Dominicano	Dominican Republic	Nonprofit	Create a business plan
CARE USA and CARE Uganda	Uganda	Nonprofit	Feasibility study
Acumen Fund	India	Nonprofit	Healthcare infrastructure strategy
VisionSpring	India	Nonprofit	Marketing strategy for social enterprise that broadens access to affordable reading glasses
Associação de Assistência à Criança Deficiente	Brazil	Nonprofit	Strategic plan in support of mission to rehabilitate and integrate physically disabled people, mainly children
Perot Systems	India	IT solutions	Develop a business model for Social Responsibility initiatives for skill development
The European American Center for International Education	Pontlevoy, France & Bingham Farms, MI	Nonprofit	Analyze business model to bring educational opportunities, tourism and economic development
Drishtee of India	India	Nonprofit	Develop strategy to raise capital for micro-finance program in rural India
Yahoo! Inc.	Sunnyvale, CA	Online service	Analysis of sustainability and energy goals
UTC Power - United Technologies Corporation	South Windsor, CT	Energy	Market development strategy for renewable energy
Stonyfield Farm, Inc. and	Franconia, NH	Food	Develop an economically viable business plan with state-of-the-art green practices

## Michigan (Ross) Relevant MAP project descriptions

Turtle Ridge Foundation			
United Technologies Corporation	Hartford, CT	Diversified	Develop a renewable energy market development strategy
United Technologies Corporation	South Windsor, CT	Diversified	Develop a strategy to reduce Greenhouse emissions
Pacific Gas & Electric	San Francisco, CA	Energy	Develop a renewable energy strategy
AVL North America	Graz, Austria & Plymouth, MI	Manufacturing	Marketing plan for products related to hybrid/electric vehicles
Diverse Energy Limited	United Kingdom	Clean Tech	Strategic global roll-out of clean-tech product
Energy Conversion Devices / UNI-SOLAR	Rochester Hills, MI	Manufacturer of solar laminates	Business case analysis
Imara Corporation	Menlo Park (Silicon Valley), CA	Develops and commercializes next generation high-power & high-energy lithium-ion batteries	Develop a market strategy
Rainforest Expeditions	Peru	Eco-tourism	Cost analysis
Jyonan Electric Industrial Co., Ltd	India	Japanese company which assembles semi-conductor components	Develop detailed business plan to include political/economic/social/technological/environmental/ legal 10 year forecast including risk factors.