### APPENDIX F.2

#### Teaching Methods Used by *Business Week* 2001\(^*\) Top MBA Programs


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<th>RANK</th>
<th>United States</th>
<th>Teaching methods/Capstone experiences or features</th>
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| 1    | Wharton, Pennsylvania [www.wharton.upenn.edu](http://www.wharton.upenn.edu) | - Small learning teams  
- Laboratory in collaborative leadership  
- Global immersion overseas study tour |
| 2    | Northwestern/ Kellogg, Illinois [www.kellogg.northwestern.edu](http://www.kellogg.northwestern.edu) | - Group assignments centering on serving as consultants to businesses and organizations  
- Global Initiatives in Management (GIM) program (intensive global business leadership course designed by students, teams of Kellogg classmates plan and facilitate a challenging 10-week curriculum with a faculty advisor, and coordinate a 2-week international field experience)  
- Learning through Experience and Action Program (LEAP)—a capstone course, when most first years complete their core courses, focus throughout the class is on solving the problems faced by the client organizations, students expected to work directly with their corporate and non-profit clients to understand, analyze, and solve their problems in a variety of areas |
| 3    | Harvard, Massachusetts [www.hbs.edu/mba](http://www.hbs.edu/mba) | - Case Method (Harvard case studies = 80% of all case studies used in MBA programs)  
- Field studies conducted by teams of three or more students who work closely with a sponsoring organization and a faculty advisor; Business Plan contest  
- Entrepreneurial Leadership Internship Program—allow students with an interest in smaller, entrepreneurial ventures to take a job at such a company without the usual financial sacrifice  
- Integrated team teaching |
| 4    | MIT/Sloan, Massachusetts [mitsloan.mit.edu](http://mitsloan.mit.edu) | - Student study teams—teams grouped into cohorts of 60 students  
- MIT $50K competition  
- Core curriculum—perspective based approach, a market-centered or economic approach, a data-centered or modeling approach, and an organizational or behavioral approach  
- Professional seminar—practitioners in the classroom; field trips; committed to fostering a close association between academic research and management practice |
| 5    | Duke/Fuqua, North Carolina [www.fuqua.duke.edu](http://www.fuqua.duke.edu) | - Emphasis on teamwork  
- Simulations, case presentations  
- Yearlong Individual Effectiveness course  
- Flexible teaming: study groups, project groups and case teams |
| 6    | Michigan [www.bus.umich.edu](http://www.bus.umich.edu) | - Mix of lectures, case studies, and project work; common for papers, presentations, case studies, and sometimes exams to be done as part of a team  
- Multidisciplinary Action Projects (MAP) built around demanding real-time, real-world in-company assignments, cross-functional teams and involves working with a cross-disciplinary team of faculty, who review students' work and provide guidance at crucial points during the project. Teams also work closely with a consultant on team effectiveness and project management, as well as host-company executives. At the conclusion of MAP, student teams present findings and recommendations for action to both faculty and their sponsoring companies; last 7 weeks of the first year of the MBA program |
| 7    | Columbia, New York [www.gsb.columbia.edu](http://www.gsb.columbia.edu) | - Clusters of 60 students in first year  
- 500 practitioners in the classroom each year |
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| 8    | Cornell/Johnson School, New York www.johnson.cornell.edu | - Immersion Learning curriculum—Students work on real-world problems under real-world time pressures; evaluated as they would be on the job; on the road and see more companies, up close, in a semester than most executives have seen in a lifetime  
- Leadership skills courses/workshops  
- Opportunities to create business plans, meet venture capitalists and business owners and get a vivid sense for the process and pitfalls of growing a new business |
| 9    | Darden, Virginia www.darden.edu | - Case method and integrated curriculum  
- Business projects  
- Global business experience—take classes at partner business schools, visit local companies, and meet with the country's business and political leaders; learning teams  
- Internship |
| 10   | Univ. of Chicago gsb.uchicago.edu | - Discipline-based approach focuses on principles, trends, and analysis—not case-specific details  
- Leadership Effectiveness and Development (LEAD) develops these skills through role playing, team building, and a host of other creative activities and experiences. Students are grouped in cohorts of about 50 and participate in all of these activities together. |
| NON – U.S. | | |
| 1    | INSEAD, France www.insead.fr | - Study groups  
- Team-based examinations  
- Case study  
- Simulation |
| 2    | London Business School www.london.edu | - In-depth company projects—Second Year Project that involves students undertaking a consulting-type project for a client organisation  
- International exchange  
- Shadowing opportunities/shadowing report  
- Internships |
| 3    | Navarra/IESE Business School, Spain www.iese.edu | - Corporate internship  
- International best-practice cases  
- International exchange |
| 4    | IMD International, Switzerland www02.imd.ch | - Intensive building blocks combined with practical, “real world” projects  
- Personally coached leadership program:  
  o New venture team projects (Teams of about 6 participants support one of 15 start-up companies in developing their business plans for specific next steps)  
  o International consulting projects (e.g., 1-week trip to Bosnia and Herzegovina, a European country disrupted by conflict and trying to get its economy back on track—participants work with government departments in the specific area of attracting foreign investment) |
| 5    | Ivey, Canada www.ivey.uwo.ca | - Primarily case method—“second largest producer of cases in the world” |
| 6    | Rotterdam, Netherlands www.rsm.nl | - Internship, exchange; international immersion; in-company project |
| 7    | Rotman, Toronto www.rotman.utoronto.ca | - Team learning—self-managed study team  
- Computer simulations  
- Multi-media learning techniques  
- Case studies  
- Role playing  
- Team and individual projects |