THE ROSS MBA

//www.bus.umich.edu/mba
Welcome ::

Congratulations. You’ve chosen to pursue an MBA degree during a critical inflection point in history. Leadership, creativity, and innovation are at a premium as business plays an increasingly significant role in addressing the globe’s most pressing social and economic issues.

Business is an economic engine, of course. It creates jobs. It creates wealth. But in today’s society, business is — and can be — so much more. The great challenges of our day — whether they are related to financial systems, the environment, poverty, healthcare, or energy — can best be resolved through collaboration across multiple sectors.

Multidisciplinary thinking, the ability to learn quickly from experience, and cross-cultural teamwork are essential skills for today’s global business leader. And no school is better equipped than Ross to help you hone those skills.

We offer a rigorous, action-based method of business education steeped in the analytical and quantitative fundamentals the global marketplace requires. That approach is complemented by a wide array of team-based and co-curricular activities designed to refine your judgment and leadership skills.

Ross students are known for taking an entrepreneurial approach to their MBA studies. Many customize their business curriculum through rich alliances with our peers across the University of Michigan, from engineering and natural resources to medicine and public policy, among others. Our signature Multi-disciplinary Action Projects (MAP) course places each of our students directly inside an organization to consult on high-stakes issues from international growth and product launches to global operations and supply chain management.

Last year our students logged more than 5,000 days outside the U.S. through coursework, team projects, and research initiatives. They hosted 2,500 attendees of the national Net Impact conference and launched the first conference designed to revitalize the economy of southeastern Michigan. They are open, active, and engaged in an innovative culture that bridges the classroom experience and the vast world of organizations outside the Ross School.

Our goal is for you to emerge from our program with the intellectual curiosity, deep business acumen, and multidisciplinary experience to deliver long-lasting value in whatever field you pursue.

Sincerely,

Alison Davis-Blake
Edward J. Frey Dean of Business
Leon Festinger Collegiate Professor of Management
ACTION-BASED LEARNING ::

Action-based learning is an approach to business education that requires us to continuously create relevant, challenging ways to connect our students with the world of practice. It informs how our faculty teach, the way our students interact with one another, and how we think about leadership. Action-based learning is messy. It exposes you to uncertainty. It puts you on the edge. It asks that you combine imagination, analytical rigor, and judgment. It provides an experience you won’t get from a case, a lecture, or even most internships. It’s designed to foster resilience.

No other method of learning can better prepare you to thrive in business and management today. If you don’t ask the right questions, you’ll likely find yourself solving the wrong problems. We design our action-based learning programs to give you the perspective to identify and then address the important challenges in any organization, and to give you the resilience to lead teams to solutions. We believe this is an essential element of leadership, and a prerequisite for success in any career.

Our alumni believe that the resilience gained through action-based learning is an essential and enduring ROI of the Ross MBA.
“The core of action-based learning,” says Mark, “is seeing a void, sensing an opportunity, and making things happen.” That’s how this former president of the Ross Real Estate Club came to help launch the inaugural Revitalization and Business Conference in January 2011. He aligned with students from other U-M schools and colleges who shared his interest in urban renewal, and together they created a two-day event that kicked off in downtown Detroit. “We wanted to showcase the innovation and new businesses being created in the city,” Mark says. Ever the advocate, Mark went one step further to initiate a stipend program that supports real estate internships. “Real estate is not a typical internship track at Ross, and we argued that a school-matched program would go a long way toward selling companies on hiring interns,” he notes. Ross invested $25,000 in the program, which was matched by companies to fund 10 internships in 2011. “There aren’t too many other business schools that would be receptive to making something like this happen so quickly.”
Multidisciplinary Action Projects (MAP)

For seven weeks each spring, first-year Ross MBA students devote themselves exclusively to MAP as a requirement of the MBA core curriculum.

Each year, we accept MAP proposals from sponsors looking to solve problems, improve processes, and target opportunities for growth. Since 1992, Ross students have completed more than 1,500 MAP projects for more than 750 organizations around the world. In 2011, Ross students traveled throughout 19 states and 26 countries for MAP projects.

We look for outstanding corporate, entrepreneurial, and nonprofit projects in a variety of industries both in the U.S. and abroad that require actionable recommendations to address pressing organizational challenges.

Each team consists of four to six Ross MBA students who are guided by faculty advisers. Each project requires analytical rigor, critical thinking, and problem solving in a dynamic environment. At the end of the project, teams present their analyses and recommendations to their sponsors and faculty in a written report and final presentation. To sponsors, MAP delivers real, data-driven solutions that can be implemented.

To students, MAP delivers a transformative educational experience. Sometimes, as in the real world, your team might have less time and information than you wish. How do you make decisions when the variables change? How do you bring a team together under duress? How do you lead when things go awry? Even when MAP projects run into obstacles, the combination of sponsor and faculty support ensures that the educational value is solid.

“Action-based learning is a schoolwide commitment. We live and breathe it.”

Gale Amyx //
Managing Director,
Office of Action-based Learning

▲ Through MAP, first-year MBA students work on real-time, real-world projects for such companies as Cummins (left), YouTube (center), and Diverse Energy (right).
Other Action-based Learning Opportunities

WOLVERINE VENTURE FUND Manage a $5.5 million venture capital fund that invests in early-stage, emerging growth companies. You’ll evaluate deals, perform due diligence, and track portfolios.

GLOBAL PROJECTS COURSE Collaborate with faculty on international projects that address such issues as market entry, joint ventures, and strategic alliances. You’ll spend the week of spring break abroad and work to produce valuable results for sponsors.

INTEGRATED PRODUCT DEVELOPMENT COURSE Partner with students in the University of Michigan’s College of Engineering and School of Art & Design to research, design, manufacture, and market a fully functional, customer-ready prototype of an actual product. Then compete against classmates in a tradeshow.

DARE TO DREAM GRANTS Compete for start-up funds to launch viable businesses. Faculty, venture capitalists, and other experts guide you through a decision framework that includes shaping opportunities, formulating and assessing potential businesses, and planning and launching them.

BUSINESS LEADERSHIP IN CHANGING TIMES How will you deal with crisis in your organization? You’ll find out when you study actual crises and take on the roles of CEO, board chair, Wall Street analyst, regulator, customer, competitor, and journalist. Then you’ll interview actual executives who’ve weathered their own corporate crises.
The Ross Leadership Initiative (RLI) is designed to help you refine the skills and judgment necessary to lead in a complex, often chaotic world. But simply having experiences is no guarantee you will learn from them. It takes effort and commitment to understand your experiences — through conscious reflection — so you can leverage them. RLI gives you the tools and techniques to do just that. Leadership development begins at Ross as soon as you arrive on campus and continues throughout your MBA experience.

**BEFORE CLASSES BEGIN** The Foundation Session comprises four days that will challenge you to define your own views on leadership in highly experiential programs.

**JANUARY – YEAR ONE** The Leadership Crisis Challenge is an intense simulation in which competing teams of students inhabit the roles of corporate leaders coping with a devastating crisis.

**ONGOING** The Peer Feedback tool allows students to track their leadership development — and assist their peers’ development — through 360-degree feedback from teammates and other individuals. An array of RLI-sponsored speakers continues to challenge your assumptions about leadership and help you refine your own style.
Managing millions of dollars is a high-stakes proposition, and it’s one Chad eagerly embraced as a member of the Wolverine Venture Fund (WVF), part of the Zell Lurie Institute for Entrepreneurial Studies. The student-led investment fund celebrated a record $2 million exit in 2010 and now has $5.5 million under management. As a member of the WVF, Chad evaluated deals, performed due diligence, and identified which startups to fund. “Many people wouldn’t even get this experience in the real world, since venture capital is such a challenging field to enter,” he says. The knowledge he gained as a leader on the fund’s clean tech team is sure to pay dividends throughout his career. “I learned to examine the whole business model to critique an investment. That’s important whether I’m in venture capital, entrepreneurship, or inside a company allocating resources.” Chad landed a full-time job at Amazon with guidance from Ross’ Office of Career Development (OCD). He also mentored fellow MBA students as an OCD peer counselor. “Going through the process turns you into an expert in a short amount of time. It was gratifying to lead others down the path that’s right for them,” says Chad.
The Ross MBA curriculum prepares you to lead by offering a combination of rigorous fundamentals, practical experience, and the freedom to explore. Our goal is to provide an educational experience that is not just first-rate, but transformational. We want you to leave with broader aspirations, the tools to achieve them, and the confidence to pursue them.

**THE FIRST YEAR – ABSORB THE FUNDAMENTALS ... THEN TEST THEM** The first year features four seven-week terms. The first three give you a broad grounding in the fundamentals of accounting, finance, business economics, organizational behavior, operations, marketing, and corporate strategy. Then, in the fourth term, you put the core to work in the Multidisciplinary Action Projects (MAP) course, integrating your analytical tools with teamwork and leadership development on a strategic consulting project inside an actual firm or organization.

**THE SECOND YEAR – CUSTOMIZE YOUR MBA** Dive into topics that interest you most by choosing electives at Ross and other top-ranked graduate and professional schools at the University of Michigan. It could be social enterprise or private equity, entrepreneurial management or environmentally sustainable business. Ross works with the schools of Law, Medicine, Engineering, Public Health, Public Policy, Natural Resources and Environment, and more to address the many vital intersections of business and society.
Josianne Caceres // MBA ’11

“I was amazed that Ross professors could teach strategy based largely on class discussion,” says Josianne, who was used to the lecture-based format of her native Peru. “It created a dynamic educational environment.” She put the new way of learning to the test in the signature Multidisciplinary Action Projects (MAP) course, which took her outside the classroom to consult on an actual business issue for a sponsoring firm. For seven weeks, Josianne worked with a team on a healthcare project that delivered insights into an entirely new function, industry, and culture. “MAP took me out of my comfort zone in every possible way,” she says. “I had no background in healthcare, and my teammates were all American.” The students traveled to Spain, which further enhanced Josianne’s cross-cultural experience. “I learned to work with the beliefs, values, and deadlines of my American teammates, which sometimes were different from mine.” Josianne knows the added experience will help her adjust to life as a finance manager at Ecolab. “Many American companies are growing rapidly on an international basis,” she says. “They really value perspectives like mine.”
Dual Degrees

Business doesn’t exist in a vacuum. It exists in the real, complex world full of doctors, lawyers, engineers, architects, policymakers, and others. Leadership requires a broad participation in civil society and openness to new ways of seeing and thinking.

As a Ross MBA, you have access to some of the world’s premier graduate programs and faculty right here at the University of Michigan. We offer a wealth of ways to enrich your business education and worldview.

Ross MBA students can earn up to 10 credits toward graduation requirements by taking classes in other U-M schools and colleges. We invite you to explore the interplay of business with topics ranging from public health to public policy. Learn a foreign language to complement business studies of a world region. Collaborate with students in other U-M programs on a class project or business venture. To delve deeper, you may choose from more than 20 dual-degree programs. If you’re unsure whether or not a dual degree is right for you, don’t worry. You can wait until you’re immersed in your first year of MBA studies before you apply to most dual-degree programs.
Focused Learning Opportunities
www.bus.umich.edu/facultyresearch/researchcenters

Ross students inhabit a world of powerful, relevant ideas, both in and out of the classroom, through focused learning opportunities in the school’s leading institutes and centers. The very opposite of ivory towers, these institutes and centers are committed to practice, experience, and hands-on learning.

SUSTAINABLE BUSINESS The Erb Institute for Global Sustainable Enterprise is a partnership between the Ross School and the University of Michigan’s School of Natural Resources and Environment. Institute faculty and students are on the cutting edge of interdisciplinary research and education initiatives.
www.erb.umich.edu

ENTREPRENEURSHIP The Zell Lurie Institute for Entrepreneurial Studies and the Center for Venture Capital and Private Equity Finance bring together a potent mix of knowledge, experience, and opportunities from the front lines of entrepreneurship and alternative investments. Manage a venture capital fund, compete for grants, and meet investors and other entrepreneurs.
www.zli.bus.umich.edu

OPERATIONS EXCELLENCE The Tauber Institute for Global Operations provides all the tools you need to succeed in an operations, supply chain, or manufacturing career. You’ll receive a paid summer internship and consult with a leading firm on an operational challenge. Collaborate with peers and faculty from Ross and U-M’s College of Engineering.
www.tauber.umich.edu

EMERGING ECONOMIES The William Davidson Institute (WDI) is dedicated to developing and disseminating expertise on issues affecting firms in emerging-market economies. WDI sources and funds activities for MBA students, including international MAP projects, internships abroad, and select summer projects proposed by students.
www.wdi.umich.edu

BUSINESS AND SOCIETY Ross students interested in social ventures and the nonprofit sector may partner with peers in U-M’s schools of Public Policy and Social Work. Students serve on a nonprofit board or receive a paid summer internship in a high-level consulting position.
www.nonprofit.umich.edu

“Your Ross education is customizable to your academic interests and professional ambitions. Ross and U-M really encourage interdisciplinary collaboration, so be willing to explore all the University offers.”

Kevin Shaw, MBA/MEd ’11 // Finance Associate, KIPP Charter Schools, Newark, N.J.
ROSS MBA CLASSES AVERAGE MORE THAN 5,000 DAYS OF COURSEWORK OUTSIDE THE U.S.

Ross students traveled to the ruins of Machu Picchu on assignment with the Peruvian eco-tourism company Rainforest Expeditions.
International Opportunities ::

At Ross, globalization doesn’t fall into some independent track outside the regular curriculum. It is integrated throughout your MBA experience. Ross graduating classes average more than 5,000 days of coursework outside the U.S. each year. More than half of Ross students travel overseas annually.

**MULTIDISCIPLINARY ACTION PROJECTS (MAP)** span the entire globe. In 2011, 92 teams of first-year MBAs traveled to 19 U.S. states and 26 countries. They launched new products in Chicago, improved entrepreneurship models in Bangladesh, and identified market expansions in Cambodia and China.

**THE GLOBAL PROJECTS COURSE**, or Strategy 659, has sent students to Ireland, the Netherlands, Tanzania, and Russia in the service of Ortholon, Cognifit, Intel, BorgWarner, and Amara Conservation, to name a few. In 2011 the course examined healthcare delivery in the emerging markets of China, India, Honduras, and Rwanda.

**CHANGING ENVIRONMENT FOR INTERNATIONAL BUSINESS IN EUROPE**, also known as Strategy 520, is offered by WHU – Otto Beisheim School of Management, Ross’ academic partner in Germany. Topics include European economic and monetary integration, doing business in Western Europe, and managing in the transitional economies of Central and Eastern Europe.

**THE CENTER FOR INTERNATIONAL BUSINESS EDUCATION (CIBE)** supports a range of opportunities, including dual degrees in business and Asian studies. CIBE sources Asia-based consulting projects, overseas internships, and work placements. The center also coordinates semester exchanges with business schools in Europe, Asia, and Australia.

**C.K. PRAHALAD INITIATIVE** Named in honor of the late Ross professor and one of the world’s most far-seeing business thinkers, the initiative pursues fundamental questions about the role of business in global society and how innovation can shape the relationship between profit generation and social value creation. The initiative was launched in 2011 and will create opportunities for students to learn from — and impact — business and social ventures in India and worldwide.

**THE WILLIAM DAVIDSON INSTITUTE** sources internships and student projects that explore such initiatives as the base of the pyramid, the business of healthcare, green technology, and globalization of services. Students have traveled to Uganda (with Acumen Fund), Mozambique (BHP Billiton), and India (Genpact), among others.

**TAUBER INSTITUTE TEAM PROJECTS** partner engineering and business students in operations-related assignments that range from high-level strategic analysis and positioning to detailed workflow issues for a specific product line.

**INTERNSHIPS AND JOB PLACEMENT** In the Class of 2011, more than 10 percent of students accepted internships abroad. More than nine percent of 2011 graduates accepted international positions.*

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*Based on June 2011 preliminary data.
Our hands-on, team-based approach to leadership development demands that you collaborate with your classmates on multifaceted projects. At Ross, you’ll learn and work hard. You’ll learn and work fast. And you’ll learn and work together. Students at Ross collaborate and connect in fascinating ways. Lasting ties are formed on M-Trek outings before classes even begin. Section mates bond early during the lively and competitive MBA Games. And perfect strangers become lifelong friends after teaming on Multidisciplinary Action Projects. As a Ross student, you will have the chance to develop your network in multiple ways.

- Participate in more than 70 clubs, organizations, and social activities.
- Initiate new projects to advance your leadership and career goals.
- Run for elected office in the Student Government Association.
- Serve as a committee chair or serve on a committee to plan schoolwide events and conferences.
- Plan or attend special events that bring leaders from businesses and other organizations to campus.
- Coach and foster student interaction around the job-search process by being a peer adviser.
- Play sports by joining a Ross club or U-M intramural team.
- Be part of a long-standing tradition by attending a U-M football game. (Go Blue!)
“Clubs at Ross are something where the sum is greater than its parts,” says Zeynab, who participated in the Finance, Consulting, and Emerging Markets clubs, as well as the Black Business Students Association. And when this Côte d’Ivoire native identified a gap in Ross’ club roster, she helped start the African Business Club. “At Ross, we’re all business leaders, but individuality isn’t suppressed,” she says. Collaboration between clubs at Ross is common, and Zeynab soon saw how topics of interest to the Emerging Markets Club might influence the Marketing Club or Michigan Business Women. Experiencing that interplay helped Zeynab merge her own interests in finance with base of the pyramid (BoP) issues. “Being from what’s considered a frontier country, I was interested in Ross professors’ work with BoP before I even applied,” she says. Zeynab’s internship in global treasury at Eli Lilly opened doors to several full-time offers that combined her interests. “I got tapped by companies just because they saw that internship on my resume.” Ultimately, Zeynab chose a consulting position at Deloitte in Chicago.
The Ross Student Association provides opportunities to socialize, network, and even tailgate during pursuit of your MBA.

Clubs

Student life at Ross is all about people: the ideas, diversity, and action that enliven the MBA experience. Student clubs and organizations provide support and access for recruiting, interviewing, and networking for internships and jobs. Peer support via clubs is a valuable complement to the professional support offered by the Office of Career Development.

Taking a lead in a student club or activity broadens your perspective, develops your project management skills, and puts you in close proximity to key players in your field. Club leadership multiplies your networking options.

Experts and industry leaders, many of whom are Ross alumni, routinely visit campus to participate in various lecture series, conferences, and special events attended by hundreds of students from across campus. Many such gatherings are led by Ross student groups. These include:

- Asia Business Conference
- Black Business Students Association Conference
- Carbon Symposium
- Corporate Finance Forum
- Entrepreneurship Symposium (Entrepalooza)
- Global Operations Conference
- Healthcare and Life Sciences Forum
- India Business Conference
- Marketing Symposium
- Net Impact Conference
- Women in Leadership Conference
- African Business Conference
- Corporate Finance Forum
- Entrepreneur and Business Club
- Entrepreneurship Symposium (Entrepalooza)
- Finance Club
- General Management Club
- Global Operations Conference
- Healthcare and Life Science Club
- High-Tech Club
- Hispanic and Latino Business Students Association
- Ice Hockey Club (men and women)
- Indian Subcontinent Business Association
- Investment Association Club
- Luxury Goods and Retail Club
- Maize and Brew Club
- Marketing Club
- Michigan Business Women
- Michigan Gourmet Club
- Monroe Street Journal
- Net Impact
- Operations Management Club
- Organizational Strategy Club
- Out For Business – LGBT Student Association
- Real Estate Club
- Rock ‘n’ Roll B-School
- Ross Education Club
- Ross Habitat for Humanity Builders
- Ross iMpulse Dance Society
- Ross Japan Business Association
- Ross Jewish Student Association
- Ross Mentorship Program
- Ross Partners Club
- Ross Photography Club
- Ross Ski Club
- Ross Soccer Club
- Ross Student Association
- Ross Triathlon Club
- Southern Club
- Toastmasters Club
- Wolverine Wine Club

www.bus.umich.edu/organizations
MBA Class of 2013 Profile ::

At Ross, the people with whom you learn are as important as what you learn. We work hard to bring together a diverse and impressive group:

**UNDERGRADUATE MAJORS**
- Business: 26%
- Engineering: 25%
- Humanities/Social Sciences: 21%
- Economics: 16%
- Math/Physical Sciences: 6%
- Computer Science: 4%
- Other: 2%

**GEOGRAPHIC DISTRIBUTION**
- Domestic: 67%
  - Northeast/Mid-Atlantic: 40%
  - Midwest: 29%
  - West: 24%
  - South/Southwest: 7%
- International: 33%

Average Full-time Work Experience (years): 5
Average GPA: 3.4
GMAT: Average Score: 703
GMAT: Middle 80% Range: 650-750
Average Age: 28
Women: 32%
Minorities: 27%
Class Size (projected): 500
Ross faculty are among the most influential in the world. Ross research impacts the way business is both taught and practiced. It makes headlines. It makes policy. It makes a difference.

FINANCE “Ross is a fascinating place to teach,” says finance professor Gautam Kaul, recipient of the 2009, 2010, and 2011 MBA Teaching Excellence Awards. “We are not a typical business school.” Kaul’s students likely will tell you he is not a typical business professor. Kaul previously was honored by Ross students with the Sustainability Pioneer Award for developing a course that focuses on the financial aspects of sustainable business. His research interests include asset pricing models, market microstructure, and the time-series behavior of stock prices.

SUSTAINABLE ENTERPRISE “I am confident that business will provide the solution to climate change,” says Andy Hoffman, associate director of the Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise. Hoffman’s book Carbon Strategies: How Leading Companies are Reducing Their Carbon Footprint grew out of a 2006 report commissioned by the Pew Center for Global Climate Change. He collaborated with four MBA students to examine firms that were shifting focus from managing the financial risk of climate change to exploiting new business opportunities for energy-efficient and low-carbon products and services.

MANAGEMENT AND ORGANIZATIONS “The type of students who really thrive here could be described as ‘learning entrepreneurs,’” says management and organizations professor Jane Dutton. Her research is focused on how organizational conditions strengthen capabilities of individuals and firms. She examines how high-quality connections, positive meaning, and emotions contribute to individual and organizational strengths. She is a prolific writer and editor, and her research stream is part of a growing domain of expertise at the University called Positive Organizational Scholarship.
ACCOUNTING “Everybody thinks accounting is boring,” says professor Cathy Shakespeare. “But if you think about it, accounting is how business communicates with the outside world. It’s fundamental.” Shakespeare is an expert on the accounting of asset securitizations, a decidedly hot topic in light of the global financial crisis. She studies the relationship between CEO compensation and gains on securitizations that may not realize cash flows for years. She also is looking into how investors reacted to massive write-downs, as well as the various types of write-downs, that came with the economic meltdown.

OPERATIONS AND MANAGEMENT SCIENCE “The idea is: Let’s learn here because all you’ve risked is a grade,” says operations and management science professor Bill Lovejoy, recognized in 2009 with the University’s Teaching Innovation Prize. Lovejoy created the Integrated Product Development course, which is offered by Ross, the College of Engineering, and the School of Art & Design. Three worldviews converge in one effort as student teams collaborate to research, design, manufacture, price, and market a prototype of a fully functional, customer-ready product.

BUSINESS INFORMATION TECHNOLOGY “Ross students are curious and inquisitive, with a good eye for the right problems,” says professor M.S. Krishnan. He co-authored The New Age of Innovation: Driving Co-Created Value Through Global Networks (2008) with the late Ross professor C.K. Prahalad. The book asserts that successful companies no longer will invent products and services on their own. Instead, they will co-create customized experiences in partnership with consumers and a global network of suppliers.
Ann Arbor’s Main Street area offers a wealth of entertainment and dining options — from osso bucco to cheese fries.

“Ann Arbor’s highly educated population has created a burgeoning economy where a street-corner conversation can develop into a company and create jobs.” — Wall Street Journal, May 2009
Ann Arbor ::

COSMOPOLITAN LIVING WITHOUT THE HASSLE As home to one of the greatest universities in the world, Ann Arbor (A2) is a city that is both intellectually robust and economically resilient. The University of Michigan attracts global leaders in all fields, including medicine, life sciences, law, engineering, public policy, and education. Twenty percent of Ann Arbor residents speak a language other than English at home.

Rich with history and tradition, U-M and Ann Arbor offer a classic college-town experience, complete with all the exuberance that comes with a Big Ten campus. There are restaurants for every budget and taste, music for fans of concertos and garage bands, and pleasures for lovers of both sports and the arts. It doesn’t take long to realize that Ann Arbor naturally melds high culture and popular culture.

THE ARTS Ann Arbor enjoys an international reputation for its vibrant music and performing arts scene. The University Musical Society brings artists like Yo-Yo Ma and Wynton Marsalis to town, and houses the only U.S. residency of England’s Royal Shakespeare Company. Other Ann Arbor venues hosted talent ranging from Iggy Pop to Crash Test Dummies in 2011. The recently renovated University of Michigan Museum of Art features dramatic new galleries that highlight pieces drawn from the museum’s more than 18,000 works.

SPORTS Michigan Stadium, a.k.a. “The Big House,” is the focal point of Ann Arbor — and often the entire country — on Football Saturdays in the fall. Neighboring Detroit offers a professional sports scene that includes baseball’s Tigers, football’s Lions, basketball’s Pistons, and hockey’s Red Wings.

OUTDOOR RECREATION Those who love the great outdoors can run or bike along more than 60 miles of scenic trails, kayak down the Huron River, get lost in the Nichols Arboretum, or take advantage of Ann Arbor’s many golf courses.

MOVIN’ OVER TO MOTOWN

NEED A CHANGE OF SCENERY? Whether you call it Motown, the Motor City, or the D, Detroit offers a host of exciting options. The hometown of Aretha Franklin, Diana Ross, Bob Seger, Eminem, the White Stripes, and Kid Rock, Greater Detroit is teeming with clubs, bars, and concert venues that spotlight homegrown talent as well as national and international stars. Greektown and Mexicantown are known for the authenticity of their cuisine, while suburban Dearborn boasts one of the country’s largest Arab-American populations.
The Ross School’s Office of Career Development (OCD) is well-positioned for the challenging economic climate in which new MBAs find themselves. In keeping with the school’s broad-based management curriculum, OCD offers a diverse portfolio of recruiting companies and industries to allow you considerable flexibility, as well as room for adaptation, in your job search. We maintain close working relationships with a variety of firms that sponsor action-based learning projects, hire interns, and recruit Ross MBAs to join them after graduation.

You’ll walk into your interviews armed with concrete achievements. You’ll demonstrate ways in which you’ve already impacted industry. You’ll be able to share a range of experiences and knowledge that proves to recruiters you have an ability to see the big picture, collaborate across functions and industries, and move seamlessly between the role of team leader and team player.
Anthony Woodward // MBA ’11

Anthony worked in healthcare strategy for the U.S. Army before Ross, integrating the care of wounded soldiers into combat and operational plans. “In Iraq, I saw healthcare in its extreme,” he says. “I liked making an impact.” When Anthony arrived on campus, he customized his MBA experience to further pursue healthcare. While interning at Medtronic, he was pleased to discover that a customer for his product line was the army medical center near his former base. Anthony now is in a rotational program through Medtronic’s Latin America office, and says he likes knowing his new career will continue to support the armed forces. As a student, he also supported his fellow classmates — as VP of corporate relations for the Healthcare and Life Science Club and as a career counselor for the Office of Career Development. The roles showed him both sides of the recruiting picture, as he heard students’ perspectives on what they’re seeking in an employer and vice versa. “I was a mediator between the two groups,” Anthony says. “That allowed me to strengthen relationships and improve hiring within the healthcare community at Ross.”
### Class of 2011 Employment Snapshot*

#### Acceptances by Function
- Consulting: 35%
- Finance: 22%
- Marketing: 22%
- General Management: 9%
- Strategic Planning: 3%
- Operations/Engineering Management: 2%
- Other: 7%

#### Acceptances by Industry
- Service: 71%
  - Consulting: 28%
  - High-Tech/Telecom Services: 10%
  - Financial Services: 9%
  - Investment Banking: 9%
  - Healthcare: 3%
  - Retail: 3%
  - Transportation: 2%
  - Other Services: 7%
- Manufacturing: 29%
  - Consumer Goods: 10%
  - Energy/Raw Materials: 5%
  - Computers/Electronic Products: 4%
  - Pharmaceutical/Healthcare Products: 4%
  - Diversified Manufacturing: 3%
  - Other Manufacturing: 3%

*Data valid as of June 2011, with 91% of the class reporting.*
Top Companies That Hire Ross MBAs

CONSULTING
A.T. Kearney Inc.
Accenture
Bain & Co. Inc.
Booz & Co.
The Boston Consulting Group
Deloitte Consulting LLP
IBM Global Business Services
McKinsey & Co.
PWC Advisory

INVESTMENT BANKING
Barclays Capital
Citi
Deutsche Bank
JPMorgan Chase & Co.
RBC Capital Markets
UBS AG
Wells Fargo Securities

GENERAL MANAGEMENT & STRATEGIC PLANNING
3M Co.
Cargill Inc.
General Electric Co.
Target Corp.
Wal-Mart Stores Inc.
Whirlpool Corp.

MARKETING
American Express Co.
The Clorox Co.
Eli Lilly and Co.
General Mills Inc.
Johnson & Johnson
Kraft Foods Inc.
Merck & Co. Inc.
Nestlé SA
PepsiCo QTG
The Procter & Gamble Co.
S.C. Johnson & Son Inc.

HIGH-TECH
Amazon.com Inc.
Apple Inc.
Cisco Systems Inc.
Dell Inc.
Google Inc.
Intel Corp.
Microsoft Corp.

OPERATIONS
Air Liquide
Alcoa Inc.
The Boeing Co.
Goldman Sachs Group
JPMorgan Chase & Co.

www.bus.umich.edu/employmentprofile
What do you want from your alumni network? Facebook, LinkedIn, and Twitter are useful social networking tools. But do they deliver specific information, targeted leads, and long-term results? Ross graduates belong to one of the most powerful, personal, and enduring social networks in the world. It’s a gateway to more than 40,000 connections spread out over 50 U.S. states, 88 countries, and six continents. Meanwhile, University of Michigan graduates number nearly half a million. Our alumni remain connected long after graduation. They source MAP projects, internships, and other learning opportunities for Ross students at their companies. They hire our students after graduation. They offer advice ranging from career development to local travel tips. And with more than 50 Ross alumni clubs worldwide, you’re never far from alumni hosting prospective student gatherings, speaker series, and social events.

The Office of Career Development will continue to be a valuable partner in your career development after graduation. Whether you are seeking job leads or overviews of industries or functions, Alumni Career Services can help. If you need to brush up on resume writing skills, interviewing, or negotiating, we’ve got you covered. And if you want to view streaming video of workshops or speak with a professional career counselor, you can find that, too. As long as you have an Internet connection, you can tap the Ross network worldwide.
John Leu // MBA ’11

“When you first see how many smart, ambitious people are at Ross, you’re shocked,” John says. “But once you realize you can be just as successful, it inspires a lot of self-confidence.” That confidence convinced John to serve as team leader of his Multidisciplinary Action Project (MAP) for Leo Pharma A/S. The team surveyed doctors in six Asian countries to formulate a market entry strategy. For John, directing and motivating his peers “helped me build relationships while delivering results, which is what I’ll need to do throughout my career.” John worked for Google Inc. prior to Ross, and he returned after graduation to join the company’s new business development team in New York. The company may have been the same, but new business development was a completely new function for him. He decided to pursue that path after building even more relationships — this time, with alumni experts in the field. “When alumni overwhelmingly say they love Ross, you start to wonder,” John says. “But all the alumni I spoke to were so helpful. As an alum, I’ll definitely pay that back over time.”
The Davidson Winter Garden is the central point of community on the Ross campus.
Our Campus ::

**COLLABORATIVE SPACE** Action-based learning is a creative, interactive experience that integrates individual preparation, team-based projects, and classroom discussion while effectively utilizing advanced information technology. Fruitful, informal encounters that occur outside the classroom are essential to the culture of the Ross School. Accordingly, the heart of our campus is the Davidson Winter Garden, a glass-enclosed public space that facilitates gatherings of all kinds. Surrounded by Blau Auditorium, Seigle Cafe, and informal meeting spaces, the bright and spacious Winter Garden is the figurative and literal center of our collaborative learning community.

**CLASSROOMS** Each of our 12 tiered, U-shaped classrooms has two adjacent group-study rooms to support the conversations and explorations so essential to successful team-based learning. In addition, five other classrooms hold configurable furniture to support different activities.

**TECHNOLOGY** Seamlessly integrated technology enables students and faculty to interact with one another on campus and with project sponsors and teams all over the globe. State-of-the-art wireless, data-ready seats, and fully loaded group study rooms are just some of the features.

**SUSTAINABILITY** The Ross School is among the world leaders in research and academic programming devoted to sustainable enterprise. Incorporating many architecturally innovative and environmentally responsible features, our building earned a Silver designation in 2010, according to the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) rating system.

**BEYOND BUSINESS** Ross students, faculty, and staff are able to incorporate a healthy lifestyle with a top-notch education. The Och Fitness Center features free weights, and aerobic and strength machines. In addition, Seigle Cafe offers fresh whole foods, many of which are raised and harvested locally. And, since 1995, the school has acquired an impressive art collection consisting of more than 200 contemporary works.

ROSS IS LEED CERTIFIED* RATING: SILVER

www.bus.umich.edu/learningcommunity
CONNECT WITH US ::

Learn more about the Ross MBA Program to determine if it is the right fit for you. We offer ways to get to know us on campus and worldwide. For a complete listing of events and registration information, visit www.bus.umich.edu/meetross.

ON-CAMPUS EVENTS

Ross VIP (Visit in Person)
Offered on select days September through April
Live a day in the life of a Ross MBA student. Student ambassadors share experiences and answer questions. Tour our facility and gain a broad overview of our program, community, and student life. If you wish to experience the classroom environment, do not schedule your visit for a Friday, as classes are held Monday through Thursday. A typical Friday agenda includes an emphasis on a variety of issues, including women in management, the LGBT community at Ross, support for military veterans, and other diversity-oriented topics.

Preview Days
September 23, 2011 and November 4, 2011
Get in-depth information about MAP, our institutes, clubs, recruiting, student life, and other aspects of the Ross MBA Program. The director of admissions will provide application tips and transparency into the admissions process. The Nov. 4 Preview Day is held in conjunction with the Black Business Students Association (BBSA) Conference. If you would like to attend a class, come a day early, as classes are held Monday through Thursday only.

UpClose
September 29 – October 1, 2011
The Black Business Students Association and the Hispanic and Latino Business Students Association coordinate workshops, panels, and social events to provide a view of the Ross MBA Program from the perspective of an underrepresented minority student. Participation in this event is by application only; the event is open to applicants of any race or ethnicity who have demonstrated a commitment or intent to promote the advancement of underrepresented minorities in management.

Empowering Women
October 21, 2011
Gain insights about Ross from female students’ perspectives. Learn about MAP, institutes and centers, clubs, recruiting, student life, and other aspects of Ross. Develop a clearer understanding of the admissions process through an application workshop led by the director of admissions, and participate in mock interviewing sessions. The event is open to applicants of any gender who have demonstrated a commitment or intent to promote the advancement of women in management.

OFF-CAMPUS EVENTS (Domestic and International)

Ross Information Sessions
July – October
We host information sessions worldwide for you to learn about Ross and meet admissions staff, alumni, and current students.

MBA Fairs
August – November
Meet Ross representatives at MBA fairs around the world to learn about our program.

Forté Foundation Fairs
September – October
The Forté Foundation is a consortium of leading business schools, corporations, and nonprofit organizations that directs women toward leadership roles in business. Meet Ross representatives at Forté fairs throughout the U.S.
OTHER WAYS TO CONNECT WITH ROSS

**Student Ambassadors**
Current Ross MBAs are available to speak with prospective students about the school and life in Ann Arbor. Our student ambassadors come from a wide range of industries and locations.
[www.bus.umich.edu/rossambassadors](http://www.bus.umich.edu/rossambassadors)

**Ross Newsletter**
Prospective MBAs receive our monthly electronic correspondence, which highlights such useful information as application tips, important dates, and upcoming events.
[www.bus.umich.edu/rossregistration](http://www.bus.umich.edu/rossregistration)

**Blogs**
Learn more about the student experience at Ross and keep up to date on the admissions process through blogs written by current students and the director of admissions.
[www.bus.umich.edu/admissions/mba/blogs.htm](http://www.bus.umich.edu/admissions/mba/blogs.htm)

**Ross Thought in Action**
This bimonthly email alert showcases new research, opinions, and ideas generated by Ross faculty. We target work that is most practical and applicable to organizations today.
[www.bus.umich.edu/rossthought](http://www.bus.umich.edu/rossthought)

**Facebook, LinkedIn, Twitter, YouTube**
Find us online and talk to students, alumni, admissions staff, and other prospective Ross MBAs.
Admission and Tuition
www.bus.umich.edu/admissions/applynow.htm

APPLICATION DEADLINES
Round 1
Applications due Oct. 10, 2011
Decisions mailed Jan. 13, 2012

Round 2
Applications due Jan. 4, 2012
Decisions mailed March 15, 2012

Round 3
Applications due March 1, 2012
Decisions mailed May 15, 2012

APPLYING THROUGH THE CONSORTIUM
Ross is a member of The Consortium for Graduate Study in Management, which seeks to enhance diversity in business education and leadership by helping to reduce the underrepresentation of minorities in member schools and management. Learn more at www.cgsm.org.

The Consortium Application Deadlines
Early deadline is Nov. 15, 2011
Final deadline is Jan. 5, 2012

ESTIMATED EXPENSES FOR 2011–12
The following estimated expenses are for the eight-month 2011-12 academic year. Actual costs may vary depending on lifestyle choices. Find updated tuition for 2012-13 in late summer at www.bus.umich.edu/admissions/financialaid/financialaid/tuitionandcosts/mba.htm.

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*Includes healthcare costs

Financial Aid
www.bus.umich.edu/admissions/financialaid

SCHOLARSHIPS
The Ross School offers merit-based scholarships to domestic and international students. We automatically consider all applicants for scholarships; no separate application is required. We encourage prospective students to apply in the first two rounds for scholarship consideration. Applicants admitted in Round 1 will receive advance consideration for scholarships. We strongly recommend that international students apply during one of the first two rounds because of visa requirements and to ensure consideration for scholarships.

FEDERAL GOVERNMENT LOANS
Approximately two-thirds of student financial aid for U.S. citizens and permanent residents comes from federal programs administered by the U.S. Department of Education.

LOAN OPTIONS
Student loans are the primary source of funding for most MBA students. Ross participates in the Federal Direct and Federal Perkins loan programs. Private educational loans are available to assist with school expenses. In addition, Ross has partnered with the University of Michigan Credit Union to offer loans to international students.

YELLOW RIBBON PROGRAM
Ross is proud to participate in the Chapter 33–Yellow Ribbon Program, part of the United States Veterans Support Post-9/11 GI Bill. Qualifying U.S. military veterans enrolled at Ross will receive full tuition and fees. Students also will receive a housing and book stipend from the Department of Veterans Affairs for each term they are enrolled.
Frequently Asked Questions

Q: In which round should I apply?
A: We encourage prospective students to apply in the first two rounds. We will consider applicants for scholarships in the first two rounds only. In addition, only students admitted from those rounds will be able to attend Go Blue Rendezvous, our admitted student weekend in April. We highly recommend that international students apply in Round 1 or Round 2 because of visa requirements and to ensure consideration for scholarships.

Q: Do I need a minimum GMAT or GRE score to be admitted to the Ross MBA Program?
A: We do not have a minimum score requirement. The middle 80 percent of our admitted students for the Class of 2013 scored between 650–750. Our entering students' average score was 703. The GMAT score only is one of a number of criteria we review in determining admission. If you take the GMAT or GRE more than once, we will consider your highest score.

Q: Do I need a minimum number of years of work experience to apply to the Ross MBA Program?
A: We do not require a minimum number of years of work experience. On average, our students have five years of full-time work experience prior to starting the MBA Program. We give greater consideration to quality of work experience than the number of years of work experience.

Q: What companies recruit at Ross?
A: Recruiters from the top national and international companies across all industries recruit our MBAs. See page 25 for a list of top companies that hire Ross MBAs. You also can learn more at www.bus.umich.edu/studentcareerservices.

Q: How can I learn more about the Ross MBA Program?
A: Register online at www.bus.umich.edu/rossregistration to:
  • connect with current students
  • learn about Ross events on campus and around the world
  • receive application tips and program news

www.bus.umich.edu/mba