

# MAPTITUDE GOES TO YALE

Caliper's entry-level GIS program, Maptitude, was used by the entire first-year class of MBA students at Yale SOM in the fall of 2006, as part of that school's roll out of a new and path-breaking curriculum. The curriculum teaches management skills anchored in eight institutional perspectives on business. These include the investor, the customer, the competitor, and the employee; along with such more specific viewpoints as the "operations engine," the capital fund manager, and the technological innovator. The eighth perspective, "state and society" surveys governmental, political, and cultural elements which condition the seven business-defined viewpoints (the attached diagram sums up these and related aspects of the Yale curriculum).

"State and Society" -- directed by Richard Ely Professor of Management and Political Science Douglas Rae -- used Maptitude as a core element for each student. Most class sessions were focused on a complex business problem, much in the style of Harvard's case method. Illustrative examples included Bechtel's privatization of the water supply in Cochabamba, Bolivia; British Petroleum's negotiation and of pipeline facilities between Azerbaijan and Western energy markets; and the demographic crisis faced by General Motors and many other firms confronted with obligations to an aging army of retirees. Complementing these discussions were a series of international trips, during which each student spent at least six business days visiting firms in a country with which she had no previous experience (destinations reached from Warsaw to Singapore, Tanzania to India, Brazil to China).

Maps were among the most important devices in this effort, and Maptitude played a creative role in generating those maps, and in framing student work. Each member of each section was assigned responsibility for one national society, and for being able to contrast its relevant features with those of the society most directly under discussion. If Bolivia's demographic profile -- across age, class, race, and occupational sector -- played a key part in Bechtel's failure at Cochabamba, how might the same initiative have related to the demography of India or France? Instructors aggregated elements from these student contributions in framing interpretations of cases.

Later, in March of 2007, the same students were challenged with a series of capstone cases where the integration of facts and ideas from all their courses was expected. The lead case in that effort concerned the decision by Eco-Logic Finance to shift its agricultural finance effort from coffee in Latin America to five states in East Africa. There, materials generated using Maptitude played key roles in illustrating challenges such as getting high-quality shade grown coffee from southern Rwanda out to Mombasa for shipment to Europe and the U.S. It turns out, not incidentally, that map layers depicting the world rail grid, and highway networks, tell a great deal about the challenges faced by development efforts in places like East Africa.

Yale is grateful for Caliper's contribution to the new curriculum, and hopes to use the software in additional courses next year.