MIT Sloan School of Management
15.830 Enterprise Management (EM) Lab
Syllabus Fall 2013

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Nature and Purpose of the Course

This project-based lab course is a core part of the Enterprise Management Track at Sloan. It is focused on challenges as well as effective processes and approaches to manage within large organizations, both for-profit and non-profit. A key characteristic of enterprise management is the need to integrate across disciplines and functions within the firm. Therefore, this course will focus on the integration between marketing, operations and supply chain, and strategic considerations. The course, and more generally the track, will lay the foundation for Enterprise Management. Students will develop the ability to apply integrated management perspectives and practices in their roles within large organizations through classroom and project-based activities.

The course and the track is aimed at students with career aspirations that involve functional positions within large organizations, managing of innovation within large organizations, or ones that require intensive interactions with large organizations, such as consulting. In particular, the goal of this lab course is to use classroom lectures, faculty mentors and cross-functional teams to equip students with the tools and knowledge to deliver high quality projects. Small teams of students will work on live projects sourced from large organizations

and leaders in emergent areas. Top management guest speakers from Marketing, Operations, Strategy, and Consulting practices discuss the interrelated nature of organizational activities and join in networking dinners. The overall goal is to promote an integrated mindset towards viewing and addressing business issues.

Specifically, EM-Lab is a cross-functional project-based learning course with three specific goals:

- Showcase the need for different functions, such as marketing, operations and/or strategy, among others, to function in an integrated manner and the resulting synergies.
- Expose students to the diverse set of opportunities and issues facing organizations across functional domains.
- Train students to adopt a holistic perspective when addressing any business opportunity or challenge through:
  - Guest speaker sessions
  - Project experience working with management in leading organizations, emergent leaders and innovators in a given space, both for-profit and not-for-profit
  - Faculty mentoring

EM- Lab represents a partnership between MIT Sloan and leading organizations around the world. Significant time and resources have been devoted to finding appropriate projects. Top management from participating organizations have worked equally hard to provide relevant projects.

Therefore, please remember that you are responsible for upholding MIT Sloan's credibility. Your performance will not only impact MIT Sloan's name but also directly determine the caliber of project opportunities that students will receive over the coming years.

Course Requirements*

Course Websites
- Stellar:
  - http://stellar.mit.edu/S/course/15/fa13/15.830/
  - Login: MIT certificate.
  - Check Stellar frequently. All course announcements, syllabus, slides and project related materials will be posted on Stellar. *Also, all your course deliverables, except individual updates, are to be submitted through Stellar with simultaneous submission to your primary faculty mentor*
  - Make sure you have access to Stellar. Contact the TA if you are unable to access Stellar.
- External EM-Lab website:
  - http://mitsloan.mit.edu/actionlearning/labs/em-lab.php
  - Login: Sloan account.

* Adapted from G-Lab Syllabus

List of potential host companies and projects will be posted here. Also, you will submit your project and individual applications through this website. See Stellar for further details.

Students without a Sloan account should email Jean Lyon

Co-requisite

Must simultaneously take either Marketing (15.810), Ops (15.761), or Strategy (15.900)

Class Participation

Active, meaningful contribution to class discussion largely determines the class participation grade for this course. Although class attendance is necessary for class participation, the participation grade is not merely an attendance grade. The two most important criteria in developing your participation grade are quality and threshold quantity, though quality is by far the most important criteria. The class participation grade is a grade that is built up through your contribution of insightful comments. In fact, beyond a threshold level of participation, much higher weight is placed on the depth of ideas presented and their contribution towards gaining new insights in the class discussion. Debate and linking your response to the discussion and concepts presented in class are highly valued.

Since, absences have a big impact on your learning outcomes please attend every class. In keeping with Values@Sloan please come to class on time, attend class for the entire duration, and do not use electronic devices, unless explicitly requested to do so. Violation of Values@Sloan will be noted and influence your final grade. Please contact your TA prior to the start of class if you anticipate having to be absent for a reason beyond your control. More than 2 excused absences will count as an unexcused absence and will reduce your final course grade.

Please bring your face cards to the first class and give it to the TA. In addition, display your name cards to facilitate class discussion and receive appropriate credit for your remarks.

Student Project Updates

Each student submits a total of two student project updates (see due dates in the course schedule) via *email* to the team's mentor. Your responses are confidential - therefore, please do not submit them through Stellar and do not copy any other person on the emails. Your updates will allow your mentor to better understand the team's progress and how to best support you and your team. This is individual work (not team work).

In general, project updates should include the following:
- Personal Learning Goals (in the 2nd update you can say where you are vis-à-vis attaining these goals)
- Status of project, how your project is progressing. Specifics help.
- Client Engagement

- Reflection:
    - Accomplishment of Personal Learning Objectives. It will help to demonstrate learning by thinking in terms of:
        - Linkage to learning in classroom (concepts, research methods);
        - Project work
        - Lessons and feedback from mentor interactions (be thoughtful)
- Individual contribution to project (i.e. you, your team members)
- Your team's next steps to keep your project on track.
- Interpersonal issues your team is facing.
- Format: 1-1½ page single spaced, 12 point font.

Project Plan

After your team has been matched and made contact with your host company and faculty mentor, your team will create a project plan (powerpoint deck) that includes the following:

- Project Goal
- Research questions to address project goal
- Conceptual Framework (can use existing framework, adapt existing framework to your project needs, or develop your own framework based on readings and discussions)
- Hypotheses
- Research Design/Methodology
- Timeline (tasks, milestones, and deliverables)
- References
- Contact information (e.g., email, skype, tel no)

The project plan has to be approved by the faculty mentor before the "proposal agreement" which is a word document is exchanged with the client for signatures.

Presentations & Final Host-Company Deliverables

Note: Keep a running powerpoint deck which you update every week during the team's weekly meeting where you input the team's research and other relevant data. This is **critical** to prevent leakage of relevant info/research done by the team and facilitate full incorporation of your research and recommendations in the final company presentation/deliverables.

- Formal presentation to your organization at the conclusion of your project latest by the 2nd week of February. Though the drop dead date is Feb 15th, you are welcome to do this anytime after your poster presentation as per agreement between you and the company. Feb 15th has been agreed upon due to multiple considerations:
    - Core term papers/projects/finals which may put time pressure. Timeline extension will help prevent leakage of relevant info/research done by you and

facilitate full incorporation of your research and recommendations in the final company presentation/deliverables.

- Since many teams present to the top management, the holidays interfere with scheduling and/or full participation by top professionals in the companies
- **The first two weeks in January are optimal for completing your obligations**
- Then comes recruiting. During discussions with CDO they agreed that there will be no recruiting relevant to EM track students before mid Jan to facilitate everyone having a level playing field
- If you are unable to finish company presentations before recruiting, you can do it the last week of Jan or the first week of Feb before school starts. Please remember the drop dead date is Feb 15th.
- We will collect information from all teams after Feb 15th to see when teams were able to complete their presentations/deliverables and adjust times for next year, if needed.
- All host company deliverables (including final presentation and support materials are due on Friday, February 15, 2013 to your faculty mentor. Include a Resource Report as an appendix to your deliverable. This is a compilation of all relevant resources (incl. list of references, databases, interview partners, etc.) on which you relied to execute your project.

After Action Reflection

At the conclusion of your project, we ask you to write an After Action Reflection. This will be the time to reflect on your action learning experience, i.e. the experience working on a project, with the team, the client and company, pedagogy inspired best business practices, etc. This is not a summary or report of what you did but rather a reflection on what you learned from these experiences. Please use your personal learning goals that you discussed as part of project updates as the baseline. The essay should be two to three double-spaced pages (500 – 750 words).

Host-Organization Feedback

We will solicit feedback from your host organization about the team's performance.

Term Project

The project is an integral part of this lab course. Given its importance, below we share important dates and requirements.

Important Dates:

Due Date	Activity
By Friday 10/04	Contact client
Through Week of 10/07	Project Plan meeting with Primary Faculty Mentor and Sharmila Create Statement of Work/Project Plan with Primary Faculty Mentor
Through Week of 10/28	One meeting with at least two Content mentors (Marketing, Operations, Strategy) based on discussion/consultation with primary faculty mentor. *Any content mentor meeting should include at least two team representatives.* Finalize Project Plan & Exchange "Signed Proposal Agreement" with Client after primary faculty mentor approval
SIP Week 10/21-10/25	Critical Week to Move the Project Ahead
10/28	1ST Student Project Update Due
Week of 10/28 or 11/04	Meeting with Primary Faculty Mentor
Week of 11/11 or 11/18	Midterm review meeting with Primary Faculty Mentor
Week of 11/18 or 11/25	2nd meeting with at least two Content mentors (Marketing, Operations, Strategy) based on discussion with primary faculty mentor
11/25	2nd Student Project Update Due
Week of 11/25 or 12/02	Dry run of draft company presentation with Primary Faculty Mentor
By 12/05	Submit final poster file to TA
12/09	Poster Presentation
BY 01/07	Submit final company presentation to Primary Faculty Mentor for Feedback
02/03/14 11:45 – 1 pm	EM Lab Debrief
By Feb 15th	Final Presentation to Host Organization; also submit all supporting materials and deliverables
By Feb 15th	Host deliverables, Resource Report, & After Action Reflection Submitted to Mentor

Detailed description of requirements:

Statement of Work
A template for the SOW/Project plan will be provided to you. It is important to customize this document for your specific project, and make sure that what you commit to at the beginning of the project is indeed what you will deliver. However, it is typical for projects to evolve to some degree as you move through the research.

Kickoff meeting with client
You should schedule a kickoff meeting at the earliest possible convenience. The objective for this meeting should be to fully understand the business challenge the client is facing, ask for the appropriate background information, and understand their expectations for weekly check-ins (phone and email) and final deliverables. Communication is key!

Project Plan Meeting with Primary Faculty Mentor
Come to this meeting prepared to finalize your project plan (meaning you should have already done most of the work!). You've already had a kickoff with your client, formulated your research questions based on the client's business objective, and made a preliminary decision about methodology. Faculty Mentor will spend an hour with you refining your research questions and project scope.

Content Mentors
Content mentors serve as complements to your primary faculty mentor, since your primary faculty mentor is typically an expert in one subject domain. Depending on mutual agreement with your primary faculty mentor, you will meet with content mentors twice in at least two of three subject areas – Marketing, Operations and Strategy. You will share your preliminary project plan with them at least 24-48 hours ahead of your first meeting. This will help them think about relevant conceptual frameworks, references, and general subject guidance for you. You will give them a one page project update at least 24-48 hours ahead of your second meeting.

SIP Participation
Take advantage of the SIP week to work on your projects to move it along.

Mid-term Review
The teams will meet with Faculty mentor the week of 11/11 for a mid-term review. By this time, you should have completed your primary and secondary research and begun your analysis. This meeting will provide you an opportunity to get feedback from your faculty mentor and make any necessary changes before conducting further analysis. All team members are required to attend this meeting.

Presentation Dry Run
The teams will do a dry run of their draft company presentations with their primary faculty mentor the week of 11/25 or 12/02. You should have substantial portion of the final presentation ready by then. Attendance of all team members is required.

End-of-Semester Poster Presentation on December 9th
The final reception and poster presentation is an event attended by clients, students, faculty and administration who are excited to learn about your projects. Please invite your company contact to this event. Attendance is required.

Final Company Presentation
After finals are over, you have one last chance to get feedback from your primary faculty mentor. Please submit your final company presentation by 01/07 or as mutually decided upon with your mentor to receive final feedback before your company presentation to top management.

Reimbursements
Please keep all receipts as no reimbursements are possible without receipts. Your company should reimburse you directly for any project related expenses. MIT Sloan is not responsible for any such expenses.

Class Evaluation (Grades)

The final grade will be computed as follows:

- Class Participation (25%)
- Mentor Assessment (65%)
  - Student Project Updates (Individual Work)
  - Project plan
  - Presentation & Final Host-Organization Deliverables
  - Poster
  - After Action Reflection
- Host-Company Feedback (10%)

Team Formation

Each 4-5 member team will be cross-functional in Marketing, Operations and Strategy. Competency in a given area will be determined by meeting one of two criteria:

- Past work experience in a functional domain
- Enrollment in the corresponding functional core course

Individual student project applications are due at midnight on Saturday (9/21). Project allocations and teams will be announced the week of 9/23. At the end of the course, each member in each team will be asked to evaluate the contribution of his/her team members. This should take into account the level of effort expended and the quality of input. This feedback will serve as partial input in determining the grades of individual members of a team. The peer feedbacks will be due by February 15th. Please see *Appendix* **I** *for a sample of the confidential peer feedback form*.

Ethics

We subscribe to the *Values@MITSloan and MIT's standards of Academic Integrity*. Please arrive on time for class with uninterrupted attendance for the duration of the class. I will strive to end class on time. Please maintain a professional atmosphere. This includes, but is not limited to, using respectful comments and humor, employing appropriate manners and decorum, using technology suitably (e.g., silencing wireless devices, no use of laptops unless requested – so no e-mailing, web-browsing, or playing games), and refraining from distracting or disrespectful activities (e.g., avoiding side conversations and passing notes). For a complete description please visit https://mysloan.mit.edu/offices/deans/values/Pages/default.aspx

Please note that ***when you put your name on an assignment, it is understood that you have done a substantial amount of the work on that specific assignment.*** Rotation of the work between team members violates this guideline and really hurts your learning outcomes as well as that of your team members. When in doubt please follow the guidelines outlined at [Academic Integrity at the Massachusetts Institute of Technology: A Handbook for Students](#)

Tentative Course Schedule

Class	Day	Day Planner	Assignment
1	09/09	Course Introduction & Logistics Market Research Introduction **Lecture**: Database Research, Qualitative and Quantitative Research **Guest Speakers**: EM Track Student Advisory Board Project Sponsor(s)	Networking reception: 6-7:30 pm
2	09/16	**Guest Speaker**: Donna Aaldrich, VP Operations, Philips Healthcare Tracy Byers, VP Sales & Marketing, Philips Healthcare Delphine Zurkiya, Associate Partner, McKinsey & Co.	Networking dinner: 6-7:30 pm
	09/21	Submit student project bid by midnight	
3	09/23	**Lecture**: Prof. Vivek Farias Content Session in Operations	
4	09/30	**Lecture**: Prof. Aleksandra Kacperczyk Content Session in Strategy	
5	10/07	MIT Sloan Legal: Ellen Baum on Data Handling Library: Jennifer Greenleaf **Guest Speakers**: Amazon David Nenke, Category Leader, Grocery & Gourmet Food David Seitelman, GM Regional Operations Patricia Dodson, MIT Sloan MBA Intern	
	10/25	Submit Project Plan to Mentor for review	
6	10/28	**Lecture**: Prof. Catherine Tucker Content Session in Marketing	1st Project Update due This week finalize Project Plan with mentor
	11/01	Proposal Agreement Submitted to Client for Signature with mentor approval	
7	11/04	Open Mike and Project Work	
8	11/18	Students work on project/Mentor Meeting	
19	11/25	Students work on project/Mentor Meeting	2nd Project Update due
10	12/02	Students work on project/Mentor Meeting	
	12/05	Submit final poster file to TA	
11	12/09	Poster Session	
12	02/03	EM Lab Debrief 11:45-1 pm	11:45-1 pm
By 02/15		Final Presentation to Host Organization; also submit all deliverables	
By 02/15		Host deliverables, Resource Report and After Action Reflection Submitted to Mentor	

APPENDIX I

Confidential Peer Feedback
Please be very Objective. Please do not let personal considerations affect your feedback

Please divide 100 points between your team members *excluding yourself*. The evaluation should be based on their contribution to team assignments. When considering their contribution, please consider both quality and quantity, with quality getting more weight than sheer quantity. You can **e-mail the TA by midnight of February 15, 2013.** You can of course hand deliver this in class on 02/03 or put it in my mailbox in E62-543.

Name _____

Signature _____

Team Members (*excluding yourself*)   Points

Name 1 _____   _____

Name 2 _____   _____

Name 3 _____   _____

Name 4 _____   _____

                              Total points   100

Comments (*if any*):