

## FALL

## A-LAB

**15.572 Analytics Lab**  
S. Aral

This course allows students to design and deliver a project based on the use of analytics, machine learning, large data sets, or other digital innovations to create or transform a business or other organization. Teams may be paired up with an organization or propose their own ideas and sites for the project. The course culminates with presentation of results to an audience that includes IT experts, entrepreneurs, and executives.

## E-LAB

**15.399 Entrepreneurship Lab**

U. Arshad, K. Boucher, D. Patel

In this class, students work with startups on problems of strategic importance to the venture. The goal is for students to gain experience with fast-paced startup companies and to apply their academic knowledge to the problems faced by entrepreneurial firms in a context of uncertainty, extreme time pressures, and decision making based on limited information. Popular sectors include software, hardware, robotics, clean technology, and life sciences. Meets with 15.3991 when offered concurrently. This course is offered in both fall and spring semesters.

## FINANCE

**15.451 Proseminar in Capital Markets/ Investment Management**

M. Kritzman

This class provides a unique opportunity to tackle original research problems in capital market analysis and investment management that have been posed by leading experts from the financial community. Teams present their solutions at a seminar which is attended by representatives of the sponsoring organization and open to the entire MIT community.

**15.452 Proseminar in Corporate Finance/ Investment Banking**

E. Matveyev

This course allows students to work on projects sponsored by leaders in corporate finance, investment banking, and private equity. Students work in multi-disciplinary teams (combining MFin, MBA, and Sloan Fellows) to analyze and problem-solve, culminating in reports which the teams present in a group setting for evaluation and feedback.

## G-LAB

**15.389 Global Entrepreneurship Lab**

S. Johnson, M. Jester

This course is a practical study of the climate for innovation and determinants of entrepreneurial success. Teams of students work with companies' top management to gain experience in running and building a new enterprise. Focuses primarily on startups operating in emerging markets.

## FALL/IAP

## EM-LAB

**15.830 Enterprise Management Lab**

S. Chatterjee

This course lays the foundation for the Enterprise Management Track by developing students' ability to apply integrated management perspectives and practices in their roles in large organizations. Student teams work on live integrative projects focused on marketing, operations, and/or strategy in multinationals and emergent innovators in industries such as consumer goods, technology, and healthcare. The goal is to help students adopt a holistic cross-functional approach to addressing business challenges.

## H-LAB

**15.777 Healthcare Lab: Introduction to Healthcare Delivery in the United States**

J. Jónasson, A. Quaadgras

This class focuses on the business challenges and opportunities to deliver high-quality and reasonably-priced health services. Topics include aspects of healthcare delivery operations and how they are affected by healthcare reform policies, alternative payment models, population health perspectives, and social determinants of health. Discussions include examples from the ongoing healthcare-related work of Sloan faculty, as well as the potential for analytics and digitization to impact healthcare delivery. Student teams work with a provider, supplier or healthcare-related startup organization on an applied project.

## ISRAEL LAB

**15.248 Israel Lab : Startup Nation's Entrepreneurship and Innovation Ecosystem**

J. Cohen

This course studies Israel's innovation and entrepreneurial ecosystem. It provides context about the country and its social and geopolitical issues as they pertain to business in Israel. During IAP, student teams work with Israeli host organizations on complex problems in critical areas, such as big data/analytics, computing technologies, life sciences, robotics, Fintech, and cybersecurity, with an emphasis on early stage ventures and their growth. Provides students an opportunity to engage directly with startup CEOs and venture capitalists.

## IAP/SPRING

## FIN-LAB

**15.453 Finance Lab**

G. Rao

Students partner with leading industry practitioners on important business problems, bridging the gap between theory and practice and introducing them to the broader financial community. Practitioners represent a range of financial institutions, including investment management, hedge funds, private equity, venture capital, impact investing, risk, and consulting. Project work takes place during all of IAP.

## PM-LAB

**15.785 Digital Product Management Lab**

V. Farias

This course is an introduction to product management with an emphasis on its role within technology-driven enterprises. Topics include opportunity discovery, product-technology roadmapping, product development processes, go-to-market strategies, product launch, lifecycle management, and the central role of the product manager in each activity. Exercises and assignments utilize common digital tools such as storyboarding, wireframe mock-ups, and A/B testing. Intended for students seeking a role in a product management team or to contribute to product management in a new enterprise.

## SPRING

## CHINA LAB

**15.225 China at a Crossroads: China Lab**

Y. Huang, J. Grant

This class explores current issues in China's political economy and corporations with a focus on key challenges that global managers need to consider as they navigate their relationships with Chinese organizations and business strategy. The course will use case studies, lectures, class discussion, guest panelists, and team projects to characterize the landscape and explore lessons for multinational and domestic businesses in China. Projects are divided into two tracks: issues involving the political economy and those of corporate management.

## E-LAB

**15.399 Entrepreneurship Lab**

U. Arshad, K. Boucher, D. Patel

This course is offered both semesters. See fall description.

## EMBA GLOBAL LABS

**15.708 GO-Lab**

S. Krusell, H. Samel

This course focuses on strategic and organizational challenges of international scaling, localization, and cross-border initiatives and integration.

**15.704 IDEA Lab**

F. Murray, P. Budden,

This course explores themes of global innovation ecosystems, stakeholders and experimentation/evaluation.

**15.566 Israel Lab**

J. Cohen

This course provides Executive MBA students with a deep dive into Startup Nation, applying theory to practice within Israel's innovation and entrepreneurship ecosystem. Lectures address geopolitics, history, military strategy, macroeconomics, finance, entrepreneurship and innovation, leadership, and team dynamics. EMBA student teams partner and work remotely with senior management at Israeli startups.

## OPS-LAB

**15.784 Operations Lab**

C. Iacobo, T. Roemer

This course provides interactive learning in solving operations challenges in small, medium, and large companies across the US and the world. Focus is typically on, but not limited to, problems in operations strategy, inventory and supply chain management, process improvement, operations analytics, and planning. Lectures focus on project management, methods, team report-outs and discussion. Students involved in sourcing specific projects may receive preferential assignment to them.

## ORGS-LAB

**15.518 SSIM Organizations Lab**

N. Repenning B. Akinc

This class addresses the question of how individuals can transform organizations and the communities in which those organizations reside. The centerpiece of the course is a semester long project in which students assist a local nonprofit organization in improving its efficiency and effectiveness. Recognizing that more corporate leaders are committing to deliver value to all their stakeholders, the goal is to build students' ability to link their leadership priorities and specific interventions to larger transformations, and build their capability to transform both their organization and career.

## S-LAB

**15.915 Laboratory for Sustainable Business**

J. de Zegher, J. Sterman, J. Jay, B. Patten

Students apply concepts, theories, and tools of sustainability working with host organizations on management projects during the semester. Classroom lectures and simulations give greater depth in techniques for managing sustainability. Topics include the business case for sustainability, evaluating the environmental impact of products and services, assessing certification programs, and building collective action for change to advance sustainability.

## USA LAB

**15.679 Bridging the American Divides**

L. Hafrey, C. McDowell

This class is a hands-on exploration of community revitalization in America's rural regions, small towns, and small to mid-sized cities. With a focus on work, community and culture, this Action Learning lab is a mix of rigorous classroom discussions, research, and team projects with community development organizations, government organizations, and nonprofits. Projects contribute to strengthening the social and economic fabric of the host communities.

● Includes SIP credit

# MIT SLOAN ACTION LEARNING / AY2021-2022 / Labs at a Glance: Spring Lab Updates

ACTION LEARNING LAB	TERM	UNITS	ELIGIBLE STUDENTS	PREREQUISITES	BID/APPL	TRAVEL	INDUSTRIES/COMPANIES/PROJECTS	AY2021-22 v.3
<b>A-LAB</b> 15.572 Analytics Lab	Fall	9	All MIT students, with permission of instructor		Application		Company profile: organizations of any industry or size interested in using analytics to solve a business problem or advance an innovation Sample sectors: big data as a service, sports analytics, fraud detection, finance, e-commerce, medical supply chains, workplace safety, global health Sample projects: Amazon, Boston Public Schools, Dell Services, eBay, Gates Foundation, GE Transportation, IBM Watson, LinkedIn, MasterCard, Nasdaq	
<b>CHINA LAB</b> 15.225 China at a Crossroads: China Lab	Spring	12	First or second year Sloan MBAs, MFin, MSMS; other grad students considered on a case by case basis		Bid		Company profile: entrepreneurial SMEs, Chinese and global multinationals, social businesses Sample sectors: artificial intelligence, the sharing economy, social media, health care, energy, fintech, and manufacturing Sample projects: creating a business plan for fundraising, developing a new market strategy, assembling financial models	
<b>E-LAB</b> 15.399 Entrepreneurship Lab	Fall + Spring	12	All Sloan, MIT, Harvard, and Wellesley grad and undergrad students		Bid		Company profile: tech-intensive, IP and science-based, early-stage startups Sample sectors: artificial intelligence, blockchain, software, hardware, robotics, cleantech, life sciences	
<b>EM-LAB</b> 15.830 Enterprise Management Lab	Fall + IAP	9	First-year Sloan MBA students enrolled in the Enterprise Management Track	Corequisites: 15.810, 15.761, or 15.900	Bid		Company profile: leading multinationals and innovators in emergent space in both the for-profit and non-profit sectors Sample sectors: automobiles, consumer goods/retail, healthcare, retail, technology, telecom, sporting goods, design, finance Sample projects: BMW, Wayfair, GE Healthcare, SAP, Rave Mobile, iSlide, IDEO, NASDAQ, Citi	
<b>EMBA GLOBAL LABS</b> 15.S66 Israel Lab 15.708 GO-Lab 15.704 IDEA Lab	Spring	15 15 15	MIT Executive MBAs only (Israel: 2nd year EMBA's only)		Bid		Israel Lab: students will work with early-stage and growing Israeli startups GO-Lab: projects investigate international business challenges with multinational organizations. Sample projects: AB InBev, Corteva, Ferrovia, Pega Systems IDEA Lab: projects explore themes of global innovation ecosystems, stakeholders and experimentation. Sample projects: Philips Healthcare, Oracle	
<b>FINANCE</b> 15.451 Proseminar in Capital Markets/ Investment Management 15.452 Proseminar in Corporate Finance/ Investment Banking 15.453 Finance Lab	Fall Fall IAP + Spring H3	6 6 9	Proseminars: All Sloan grad students, other MIT students. MIT only  Fin-Lab: Preference given to Sloan MFin and MBA students. MIT only	Prerequisites: 15.401 or equivalent 15.402 or 15.425. Can be taken concurrently 15.401 or equivalent	Bid Bid Application		Company profile: leading finance industry practitioners investment management, hedge funds, private equity, venture capital, impact investing, risk, consulting Capital Markets sample projects: tail-risk hedging; fixed income arbitrage; portfolio construction and risk management; hedging inflation risk Corporate Finance sample projects: value a wind farm acquisition; structure a deal for a new tranche of equity in private venture; develop a financing strategy for city investments in neighborhood development Fin-Lab sample projects: VC valuation; PE deal sourcing; equity trading strategies; emerging markets debt research, macro risk regimes analysis; impact investing in private and public markets.	
<b>G-LAB</b> 15.389 Global Entrepreneurship Lab	Fall	9	All Sloan, MIT, Harvard, and Wellesley grad students		Bid		Company profile: SME startups, high-growth companies, nonprofits Sample sectors: microfinance, agribusiness, digital media, textiles, high tech, internet, telecom, medical devices, venture capital, transportation Sample projects: new market entry, strategy, HR, marketing, financial modeling	
<b>H-LAB</b> 15.777 Healthcare Lab: Introduction to Healthcare Delivery in the United States	Fall + IAP	15	All Sloan, MIT, Harvard, and Wellesley grad students with completed prerequisites or permission of instructor	Prerequisites: 15.060, 15.761, or permission of instructor	Bid		Company profile: organizations dealing with the business challenges of healthcare delivery and healthcare systems changes Sample sectors: hospitals, clinics, startups, other healthcare organizations Sample projects: operations, management, IT, marketing, organizational dynamics	
<b>ISRAEL LAB</b> 15.248 Startup Nation's Entrepreneurship and Innovation Ecosystem	Fall H2 + IAP	9	All Sloan grad students, other MIT grad students, undergraduate students with permission of instructor		Bid		Company profile: early-stage and growing Israeli startups Sample sectors: artificial intelligence, analytics, agtech, cleantech, cybersecurity, edtech, fintech, healthcare, IoT, life sciences, robotics Sample projects: computer vision tech in agriculture, medical devices, emergency response technology, AI for smart cities, oil flow data marketing, social analytics	
<b>OPS-LAB</b> 15.784 Operations Lab	Spring	9	Sloan MBAs, LGOs and other Sloan and MIT grad students	Corequisite: 15.761	Application		Company profile: operations problems in a wide variety of companies ranging from small companies in the Boston area to multinationals overseas Sample sectors: operations companies such as manufacturers, retailers, and healthcare Sample projects: supply chain network design, long-range sourcing strategy, inventory policy, cycle time analysis and improvement, product design and deployment.	
<b>ORGS-LAB</b> 15.S18 SSIM Organizations Lab	Spring	9	Open to Sloan MBAs and Sloan Fellows		Bid		Company profile: Greater Boston organizations facing significant challenges in delivering on their chosen mission Sample sectors: Sample projects:	
<b>PM-LAB</b> 15.785 Digital Product Management Lab	IAP + Spring H3	6			Bid		Company profile: Sample sectors: Sample projects: BlueWave, CarGurus, Elphi, Embr Labs, EverQuote, ElectrifiAi, Intralinks, Nasdaq, Toast	
<b>S-LAB</b> 15.915 Laboratory for Sustainable Business	Spring	12	All Sloan grad students, other MIT grad students		Bid		Company profile: premier companies and NGOs tackling systemic challenges in sustainability, and aligning with business strategy Sample sectors: apparel (Patagonia, Gap), industrial (Lockheed Martin, Toyota), financial/ESG (Arabesque, Breckinridge), NGO (EDF, WRI, Rare) Sample projects: market analysis for sustainability-oriented product; evaluate operational options for recycling; decide among certification systems	
<b>USA LAB</b> 15.679 Bridging the American Divides	Spring	9	All Sloan and MIT grad students		Bid		Company profile: community-based foundations or other organizations located in regions across the US Sample sectors: economically isolated small towns and rural regions in the US Sample projects: research the effects of COVID-19 on a region's immigrant population; identify methods to establish a region-specific index fund	