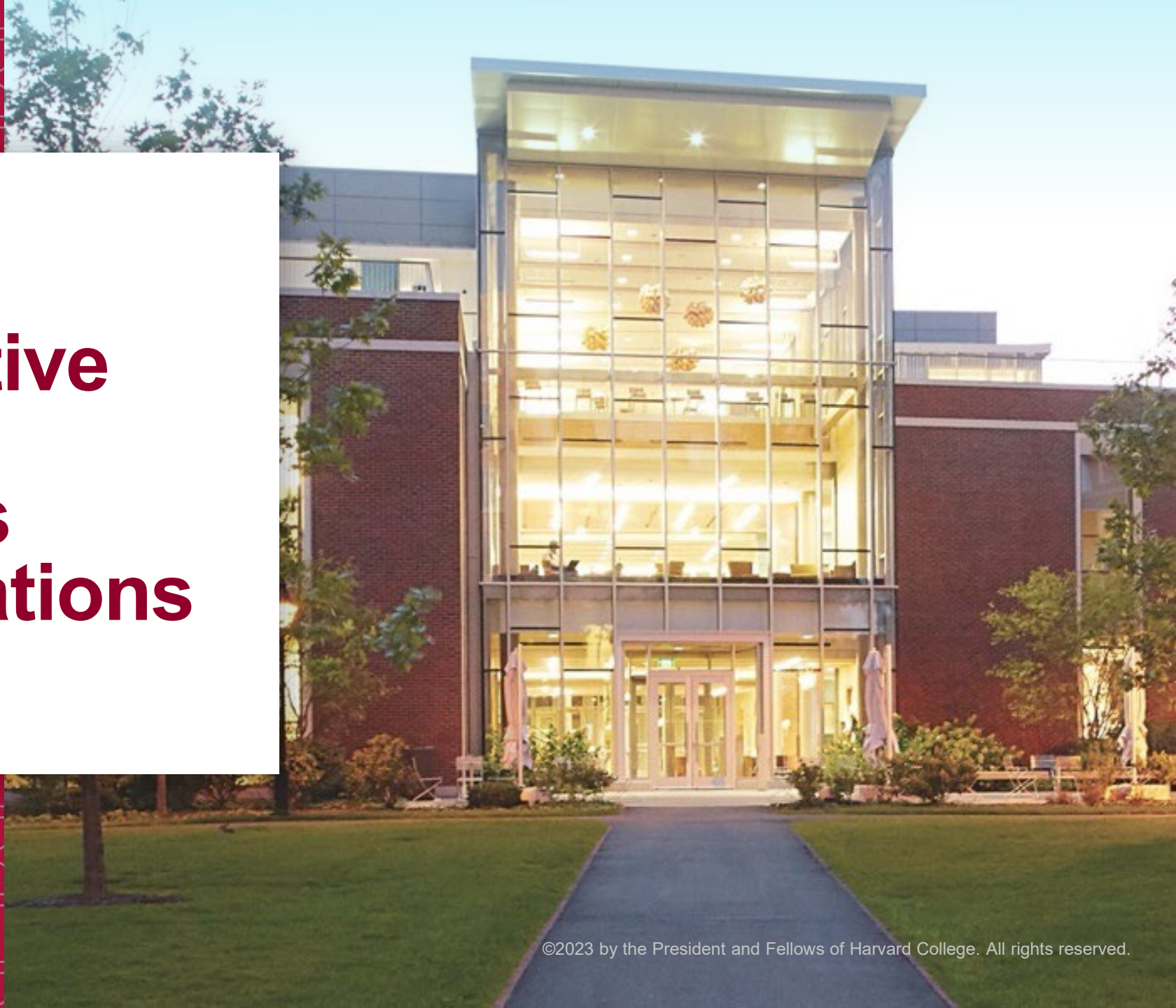May 1st , 2024

Transformative Learning Experiences for Organizations

Harvard Business School Executive Education

Shaping Business Around The World

271
HBS Faculty

20
Research Initiatives & Projects ⬀

209
Research Articles Published by HBS Faculty in the past year ⬀

18
Global Research Centers & Offices ⬀

1,015
MBA students **Class of 2024** ⬀

179 **attended by** **12,722** **from** **144**
Executive Education Programs ⬀   Leaders   Countries

Source: Harvard Business School Statistics Fiscal Year 2023

HARVARD │ BUSINESS │ SCHOOL

Learning Solutions For Your Organization

Our programs for organizations and individuals are taught by HBS faculty, using proven learning methodologies, and are designed to deliver immediate impact.

Comprehensive Leadership Programs

Specially tailored programs for executives at key transitional points in their careers.

Topic-Focused Programs

Intensive programs that explore specific topics in depth.

Regional Programs

Programs that present a global curriculum through a regional lens

HBS Online

Flexible, online programs designed to bring the HBS classroom to you.

ReUp

Feng Zhu

MBA Class of 1958 Professor of Business Administration

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HOW IBM WATSON OVERPROMISED AND UNDERDELIVERED ON AI HEALTH CARE

After its triumph on Jeopardy!, IBM's AI seemed poised to revolutionize medicine. Doctors are still waiting

Project: **Oncology Expert Advisor**
MD Anderson Cancer Center partnered with IBM Watson to create an advisory tool for oncologists in 2013. The tool used natural-language processing (NLP) to summarize patients' electronic health records, then searched databases to provide treatment recommendations. Physicians tried out a prototype in the leukemia department, but MD Anderson canceled the project in 2016—after spending US $62 million on it.

Need of Human Touch or Accuracy

	Low	**High**
Abundant	call centers for noncritical tasks	standard legal contract; cancer diagnosis
Lacking	Personalized education	Strategic decisions such as acquisitions

Data Availability

Questions

1. Which areas of your organization do you think could benefit most from the use of AI/GenAI?

2. How would you best use AI in these areas?

   - Substitute human

   - AI + Human (Need to take workflow into account)

   - Who should AI empower (front line workers vs. backend workers; within vs. outside of your organization)?