



Practicing Management

Preparation, Action, and Reflection for Learning

Introducing 15.990: Practicing Management, a brand-new course that continues the MIT Sloan innovation of integrating real-world projects into MBA education

Why Practicing Management?

After a year at MIT Sloan and a summer internship, you've learned to analyze problems, generate solutions, and make recommendations. Yet the most effective managers go further: they know *how to actually get things done*. In 15.990 you'll develop, apply, and refine the skills, tools, and approaches essential for doing just that. The centerpiece of the course is a real-world project that offers the ideal laboratory for you to become more effective as a manager.

Course plan

This innovative course has three linked objectives: 1) to equip you to be the most effective manager you can be; 2) to develop skills for learning from every experience; and 3) to enable you to start making a difference *while you're still here* by designing and working on a project that goes beyond consulting to the manager's iterative cycle of strategy, implementation, evaluation, strategy, implementation.... a cycle that principled, innovative leaders and their teams use to improve the world.

The course combines interactive in-class exercises, lively discussion, focused lectures, small-group meetings, consultations with experts and practitioners, novel web-based tools, and, of course, work within an organization, MIT group or lab on a real problem for which practical management solutions are urgently needed. Projects will be local, except for a limited number of GLAB projects (see below).

Course mechanics

The twelve-unit course spans this Fall H2, IAP, and Spring H1. To take this class you must be prepared to work on your project over IAP. Class size is limited to 30 this year, and enrollment by instructor's permission. You must take both half-semester courses (no grade is assigned until work is completed in the spring). Units will be distributed as follows: 3 for Fall H2, 6 for IAP, and 3 for Spring H1. The class meets Fall 06 H2, Monday, 2:30 - 5:30, with Spring 07 schedule to be determined to best meet participants' needs. 15.990 meets the Leadership Elective Course requirement.

The projects

A flexible design accommodates a variety of projects, including the possibility of using your GLAB project (see below).

To take the course in conjunction with GLAB

Please email Ashley Chiampo (ashley@mit.edu) by **September 28** to apply for this class. Send 2 or 3 paragraphs explaining **why you would like to take this class**—specifically, what you would like to learn. Please note that you'll need to **work on your GLAB project both in the Fall and in the Spring** (remotely, of course) and will need to coordinate with your team members to do so. **At least two GLAB team members must be cross-registered for**

15.990, and you'll want to ensure that your project meets the criteria listed below.

Criteria for 15.990 projects

Projects for 15.990 should:

- Be substantial enough to support the **collaborative work of a team** of at least four students;
- Involve **interactions** with multiple stakeholders within a host organization;
- Center on a **problem that cannot be solved simply by research, analysis, or application of off-the-shelf frameworks**;
- Depend on the design and execution of "mini experiments" that **test hypotheses and gather data** to advance learning;
- Depend on innovation**—your mini-experiments should represent a new, untested strategy for your host, helping them move beyond the limits of preexisting infrastructure.

Questions? Comments? Ideas?

Please contact us!

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