## For second-year MBAs
15.990 **Prepare, act, reflect**: A management lab for getting things done

After a year at MIT Sloan and a summer internship, you've learned—and put into practice—skills and tools for analyzing problems, generating solutions, and making recommendations. Yet the most effective managers go further: they know how to actually execute and to learn from experience. 15.990 Prepare, act, reflect: A management lab for getting things done, is an innovative class that equips you to turn your great ideas into even better action.

Learning from action in a project you care about.   15.990 aims to help you to learn from every experience. Of course, taking action is a key part of this, so you will work on a project of your choosing throughout the semester. Your project serves as our learning lab and provides the domain in which to test, explore, and practice the skills and tools you are targeting (see over).

As you work on your project, we'll work through the prepare-act-reflect cycle, a learning model grounded in research. By iterating through the learning loop, you benefit from testing your ideas quickly, exposing problems and opportunities earlier rather than later, refining and reworking your presentation of the key ideas behind your project, and building collaborations.
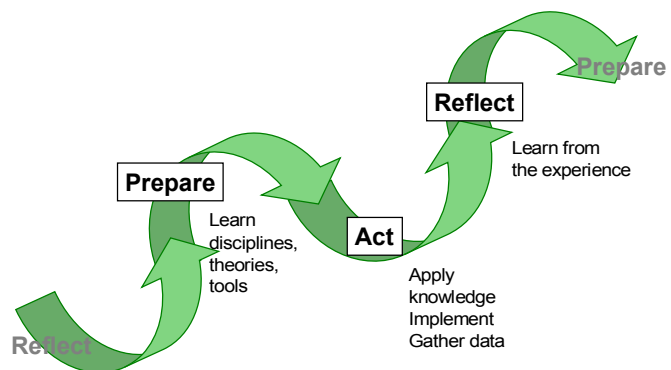
Feedback, shared commitment, results.   Making the most of relevant research and theory, we'll focus on three sets of skills essential to getting things done effectively.
Giving and getting feedback: Eliciting feedback and acting on it; offering others your feedback (and making that part of a continuing relationship).
Building shared commitment: Pitching your ideas persuasively; pairing inquiry with advocacy; and motivating others to action and commitment.
Getting results at every step: Designing your own practice of following up to serve your project; making every meeting or other interpersonal interaction effective; and testing your ideas early and often.

This is a course in which you choose the project and the specific skills you want to address. And we practice what we preach: taking into account the lessons of our own experience, this year's 15.990 promises a uniquely focused and carefully tailored opportunity to learn as you get things done.

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Projects are 15.990's learning laboratory for exploring and practicing skills, tools, and frameworks. In the test bed of your project, you'll learn as you give and get feedback, build shared commitment, and get results at every step. Even though the class is not designed to tackle all aspects of projects explicitly (no traditional project reporting is due, for instance), your project is sure to benefit greatly!

Wondering if **your project would work** for 15.990?

Projects for 15.990 should:

- **Be team-based**. Your project should be substantial enough to support the collaborative work of team of two to five students (*not all team members need to take 15.990, but you may find additional team members in the class*).

- **Involve others**. Interacting with multiple stakeholders within an organization should be essential to your project.

- **Require invention.** Your project should center on a problem that cannot be solved simply by research, analysis, or application of off-the-shelf frameworks.

- **Focus on implementation**. Your goal should be to make a specific, real, and lasting innovation or change happen, not merely to present ideas. This is a roll-up-your-sleeves opportunity to learn by taking action!

- **Matter to you**. Projects should address something you care about and are committed to working on.

- **Be ready to go**. A significant amount of the work on this project should take place in the Fall. Project plans for the class will be finalized within the first two weeks of class, so come prepared to get going!

Don't have a project yet? No worries. Come to class and hear about ideas already in the works that you can join right away.

Project **possibilities** include:

- Learning from past experience in the $100K competition, undertaken by its student leaders working with their colleagues, past and current entrants, faculty, and staff.

- An internal change project for a student club looking to better institutionalize its best practices for year-to-year continuity.

- Developing and helping to implant a plan for a local non-profit organization to attract and retain participants and to share resources with other organizations.

- Working to make MIT's operations more sustainable, a student team partnered with administration and faculty to generate and test new ideas.