Harvard University
Extension School

Design Thinking
Management 5425
Course Syllabus – Spring 2019

Course Logistics
- Web Conference Component (all web conference classes are on Tuesdays from 5:30-7:00pm ET: see session dates in Course Outline and Sessions (end of document)
- Mandatory On-Campus Component: Friday, May 3 – Sunday, May 5 at One Story Street, Cambridge, Massachusetts. The Friday session runs from 5:00pm-8:00pm, the Saturday session from 9:00am-5:00pm, and the Sunday session from 9:00am-1:00pm
- Course website: https://canvas.harvard.edu/courses/54743
- Link to Zoom classroom is posted on the course website under "Web Conference Sessions"

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About the Course

Course Description and Overview
Design thinking is a method of applying creativity to come up with novel solutions to tough problems. It's the process of immersing yourself in a problem space, thinking creatively around pain points and opportunity areas, then iteratively prototyping totally new solutions. Focused on listening, user empathy, whole-brain thinking, collaboration, and experimentation, design thinking can be applied within any team and in any field—from architecture and design to healthcare and product development. Everything from the Swiffer to the Apple Watch has been a result of design thinking, and the techniques and tools can also be applied to problems in the nonprofit and public sectors. The Design Thinking course delves into the fundamentals of this creative approach by immersing you in dynamic discussions, relevant

readings, interesting exercises, and a team-based design challenge project. Throughout the course students learn how to empathize with the needs and motivations of end users, come up with a large number of ideas for solving a problem, hone in on the right value proposition, and prototype and test a new offering. This course will involve working in teams and a level of ambiguity that is exciting to some, uncomfortable to others.

Course Format

This course will be taught in a **hybrid model**, with many of the class sessions taught in a live, synchronous online classroom and an intensive – and mandatory – three-day residency on May 3-5. The Friday session runs from 5:00-8:00pm, Saturday is from 9:00am-5:00pm, and Sunday is from 9:00am-1:00pm. *To receive credit for the class, students must be in attendance for the entirety of the on-campus sessions; no exceptions can be granted*. You may not arrive late or leave early. If you are traveling from afar, please plan accordingly, giving yourself plenty of time to make it to Cambridge by the start of class.

Course Materials

Listed below are the required materials for the course. The Needfinding book can be purchased from many bookstores, including the Harvard Coop and online booksellers; the Human Centered Design Toolkit and the Collective Action Toolkit are provided through the course website (Canvas):

"**101 Design Methods: A Structured Approach for Driving Innovation in Your Organization**": by Vijay Kumar
ISBN-10: 1118083466
ISBN-13: 978-1118083468

"**HBP**": In addition to the course, we will use a number of articles, notes and cases that are available at reduced cost through the Harvard Business Press. You may purchase the course pack by following this link:
https://hbsp.harvard.edu/import/605940

"**Canvas**": There are a few articles available free-of-charge on the Canvas course website.

Grading

A student's final grade in this course will be based on the following weighting:

50%	Application Exercises (8 in total)
20%	Design Challenge (team assignment during on-campus weekend)
10%	Team Performance Evaluations
10%	Reflection Paper
10%	Class Participation

Grades reflect the quality of a student's work throughout the course according to the Harvard Extension School's grading standards (http://www.extension.harvard.edu/exams-grades-policies/grades).

This is a graduate-level course and graduate-level work, which includes active participation in class discussions and activities and high-quality written work, is expected. Much of a manager's success depends on communication; therefore effective written and oral communication will constitute a significant portion of a student's grade. Written work should be clear, logical, grammatically correct, spell-checked, persuasive, supported by examples, and backed up by citations for any data, ideas or other content used. It should represent the student's best effort. To do well on the writing assignments, you will need to incorporate and apply the course readings.

Please note that all written assignments are due in the relevant course assignment folder (on the Canvas course website) before 8:00pm on the due date, which is generally not on the same day as a class session. The team performance evaluations are due before 8:00pm on May 8. ***All class and deadline times are in Eastern Time.***

Coursework/Assignments

Bio/Introduction

Post a bio and introduction on the Canvas website for your classmates to get to know you. Please make sure to include information on where you live, where you went to school and what you've studied, what you do for a living, what you do for fun, and anything else you would like to share with your classmates. In addition to posting your own bio, make sure to read through other classmate bios and introduce yourself/comment. This bio/introduction is due before 8:00pm on Friday, February 1st.

Application Exercises

Following several classes, students will be given an application exercise that involves using the tools discussed in class. In the following class session, we will go over the assignment and selected students will be asked to present their submission to the rest of the class. Completing application exercises as a team is allowed, but not required, and teams can vary week-to-week; each member of a team will receive the same grade on collaborative work.

Design Challenge (Team Assignment)

During the on-campus weekend, students will be organized into groups and do their design challenge project as a team. More information on the challenge will be available during the on-campus weekend.

Team Performance Feedback/Evaluation

Each student will fill out a performance evaluation on each of his or her design challenge teammates. Evaluations must be completed before 8:00pm on May 8th and there is a penalty for not completing a team performance evaluation for each of your teammates before the deadline.

Class Participation

This course covers a significant amount of content and much of the learning comes from in-class exercises and discussion. Therefore, students are expected to attend all class sessions, complete all assigned readings and come prepared and ready to participate. Attendance will be taken and participation will be evaluated at each class session. You may miss one online class session without penalty, but all other absences will result in a zero score for class participation for that session. Please notify both instructors (via email) prior to the start of class if you will not be in attendance. Participation in all on-campus sessions in their entirety is mandatory, and students may not be late or leave early for any of these sessions. *Failure to be in attendance for the entirety of the on-campus session will result in removal from the class.* Pre-class survey participation, as well as posting your online bio/introduction (above) will count toward the class participation grade.

Academic Integrity

Common sense warning: Just as ethics and integrity are important in management practice, academic integrity is important in this course. Please take the time to familiarize yourself with the Harvard's policies on academic integrity, which can be found at http://www.extension.harvard.edu/exams-grades-policies/student-responsibilities. Other resources include, *The Harvard Guide to Using Sources* (http://usingsources.fas.harvard.edu/icb/icb.do), *Plagiarism and the Proper Use of Sources* (http://www.extension.harvard.edu/resources/career-academic-resource-center/plagiarism-proper-use-sources), including two very good online tutorials on what constitutes plagiarism. You are responsible for understanding Harvard Extension School policies on academic integrity (www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity) and how to use sources responsibly. Not knowing the rules, misunderstanding the rules, running out of time, submitting the wrong draft, or being overwhelmed with multiple demands are not acceptable excuses. There are no excuses for failure to uphold academic integrity. To support your learning about academic citation rules, please visit the Harvard Extension School Tips to Avoid Plagiarism (www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism), where you'll find links to the Harvard Guide to Using Sources and two free online 15-minute tutorials to test your knowledge of academic citation policy. The tutorials are anonymous open-learning tools. We highly recommend the online tutorials. Please visit and use these sites to avoid any unintentional errors. It is

important to understand the standards to which you will be held; ignorance of the standards will not be considered an excuse for violating them.

Additional Information

Deadlines. All assignments must be submitted to the correct assignment folder on the Canvas course website by the specified day and time and **late submissions will not be accepted**. If you experience any problems uploading your assignment to the drop box, you should email the document to the instructors. Please note that, if you email the assignment because you cannot upload it, the email and the relevant attachment *must be received on or before the assignment deadline to be accepted*. If you are absent the day an assignment is due, the assignment is still due at the specified day and time. True medical or family emergencies will be dealt with on a case-by-case basis.

Professional Conduct. Professional behavior is expected throughout the class. This means respectful communication both inside and outside of class. During discussions, civil discourse should be maintained at all times and comments should be aimed at moving the discussion forward. This does not mean that students must always agree with others since reasoned, respectful dissent may be part of the discovery process and lead to previously unconsidered options.

Disability Services: The Extension School is committed to providing an accessible academic community. The Accessibility Office offers a variety of accommodations and services to students with documented disabilities. Please visit www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility for more information.

Course Outline and Schedule

Session #	Date | Time | Location	Topic Area / Theme	Read & Do Prior to Class Session	Deliverables & Deadlines
0	Do prior to first class session	• Class Foundations • How Class Runs	• Take mandatory pre-class survey (link will be posted under 'Announcements' on Canvas) • Read through course syllabus in its entirety • Make sure that you have a working headset for the online sessions • Upload your bio to Canvas	**Take Pre-Class Survey** (due before 8:00pm on 01.27)
1	Tu 01.29 5:30-7:00pm WC	• Course Overview • Design Thinking Intro/Overview • Research	• Watch IDEO Deep Dive video (https://www.youtube.com/watch?v=2Dtrkrz0yoU) • HBP: "Design Thinking," by Tim Brown, *Harvard Business Review*, June 2008 • Kumar: Introduction (page 1-13); Know People (page 94-135); Know Context (page 52-93)	**Post Bio on Canvas** (due before 8:00pm on 01.28)
2	Tu 02.05 5:30-7:00pm WC	• Design Research • Interviewing • Story Capture	• HBP: "Informing Our Intuition: Design Research for Radical Innovation," by Jane Fulton Suri, *Rotman Magazine*, Winter 2008 • HBP: "Why Design Thinking Works," by Jeanne Liedtka, *Harvard Business Review*, September-October 2018 • Canvas: "Design Problem Statements – What They Are and How to Frame Them," by Jordan DeVos, UX Design, December 10, 2018 • Canvas: "Empathy in User Research: Setting Aside Your Own Point of View," by Rob Strati, UX Design, April 18, 2018	**Application Exercise #1: Interview Guide** (due before 8:00pm on 02.03)
	No Class Week of 02.11			
3	Tu 02.19 5:30-7:00pm WC	• Synthesis: Insights	• HBP: "Re-Framing Opportunities: Design Thinking in Action," by Jeanne Liedtka, Andrew King and Kevin Bennett, Rotman Magazine, Fall 2013 • HBP: "Design for Action," by Tim Brown and Roger Martin, *Harvard Business Review*, September 2015 • Canvas: "Why Big Data Needs Thick Data," by Tricia Wang, *Medium*, January 20, 2016 • Kumar: Frame Insights (page 136-193)	**Application Exercise #2: Debrief Templates** (due before 8:00pm on 02.17)

4	Tu 02.26 5:30-7:00pm WC	▪ Synthesis: Frameworks	▪ HBP: "Unveiling the Magic of Design: The Role of Synthesis," by Jon Kolko, Rotman Magazine, Winter 2011 ▪ HBP: "Design Can Drive Exceptional Returns for Shareholders," by Jeneanne Rae, *Harvard Business Review* Web Article, April 4, 2004	**Application Exercise #3: Point of View Statement** (due before 8:00pm on 02.24)
5	Tu 03.05 5:30-7:00pm WC	▪ Opportunity Spaces	▪ Canvas: "Design Thinking Methods: Affinity Diagrams," by Matthew Weprin, *Medium*, November 12, 2016 ▪ Kumar: Explore Concepts (page 203-245)	
6	Tu 03.12 5:30-7:00pm WC	▪ Ideation	▪ Kumar: Frame Solutions (page 248-283)	**Application Exercise #4: How Might We Statements** (due before 8:00pm on 03.10)
	No Class Week of 03.18			
7	Tu 03.26 5:30-7:00pm WC	▪ Concepting ▪ Types of prototypes	▪ Canvas: "How Design Thinking Transformed Airbnb From Failing Startup to Billion Dollar Business," First Round	
8	Tu 04.02 5:30-7:00pm WC	▪ Making prototypes	▪ HBP: "When A Prototype Isn't Enough Use Theatrical Tricks to Sell Your Idea," by Andy Boynton, *Harvard Business Review* Web Article, June 16, 2017	**Application Exercise #5: Idea Concept Sheet** (due before 8:00pm on 03.31)
	No Class Week of 04.08			
9	Tu 04.16 5:30-7:00pm WC	▪ Concept testing	▪ No readings for this session	**Application Exercise #6: Prototype** (due before 8:00pm on 04.14)

	No Class Week of 04.22			
10	Tu 04.30 5:30-7:00pm WC	▪ Usability testing ▪ Finding people	▪ No readings for this session	**Application Exercise #7: Feedback Template** (due before 8:00pm on 04.28)
11	Fr 05.03 5:00-8:00pm 1 Story Street	▪ Design Challenge	▪ No readings for this session	**Application Exercise #8: Recruiting** (due before 8:00pm on 05.03)
12	Sa 05.04 9:00am-5:00pm 1 Story Street	▪ Design Challenge	▪ No readings for this session	
13	Su 05.05 9:00am-1:00pm 1 Story Street	▪ Design Challenge ▪ Team Presentations	▪ No readings for this session	**Team Presentations** (delivered during class; upload after class)
	No Class Week of 05.06			
14	Tu 05.14 5:30-7:00pm WC	▪ Reflections ▪ Wrap-Up	▪ No readings for this session	**Reflections Paper** (due before 8:00pm on 05.12)