Harvard University

Extension School

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**Design Thinking Workshop**

**Management 5425**

**Active Learning Weekend Course**

**Course Syllabus – Spring 2016**

***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. This intensive weekend course delves into the fundamentals of this creative approach by immersing you in dynamic discussions, relevant readings, and team exercises. Throughout the weekend, students learn how to empathize with the needs and motivations of the end users, come up with a large number of ideas for solving a problem, hone in on the right value proposition, and start to prototype a new offering.

***Course Format***

This course will be taught in an **Active Learning Weekend model**, with an intensive – and mandatory – three-day residency on February 26, 27, and 28, 2016. 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 website: [**https://canvas.harvard.edu/courses/8226**](https://canvas.harvard.edu/courses/8226)

***Instructors:***

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***Course Materials***

Listed below are the required materials for the course. The book can be purchased from many bookstores, including the Harvard Coop and online booksellers:

“**Design**”: The Design of Business: Why Design Thinking is the Next Competitive Advantage, by Roger L. Martin

ISBN-13: 978-1422177808

ISBN-10: 1422177807

**“HBP”**: In addition to the books and course pack, 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://cb.hbsp.harvard.edu/cbmp/access/42735460>

***Grading***

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

 30% Class Participation

 20% Team Assignment #1: Research Plan

 20% Team Assignment #2: Insight Summary

 30% Team Assignment #3: Final Report

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 course Canvas website) on or before the submission deadline on the day they are due. Late submissions will not be accepted

***Coursework/Assignments***

*Team Assignments*

During the Active Learning Weekend, students will be grouped into teams and do their design thinking project as a Group. There are three components to the Team Assignment:

* **Team Assignment #1: Research Plan**. Each team will outline its research approach to the design problem they are given on Friday. Team Assignment #1 is due on Saturday, February 27th by 9:00am.
* **Team Assignment #2: Insight Summary**. After each team conducts their observations and synthesizes their findings, they will write up the key insights and opportunity areas. Team Assignment #2 is due by Sunday, February 28th by 9:00am.
* **Team Assignment #3: Final Report**. Each team will summarize the problem space, how the team approached the research, what the findings were, what opportunity areas resulted in the riches ideas, and the subsequent prototypes. Each paper should also include personal reflections on how the process felt compared with the outcomes that resulted. There is a maximum of 2500 words (not including any tables, charts, or exhibits). Team Assignment #3 is due on Monday, March 7th by 11:59pm.

More information on the Team Assignments will be available during the first session of class.

*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. Class participation is graded on the quality of participation (e.g., uncovering insights, moving the discussion forward, helping others understand), rather than the quantity of participation.

***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*. Should you experience any internet problems, please call/leave a message for the instructor – this call should occur before the submission deadline passes. 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 dissention 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

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| Session # | Date | Time | Location | Topic Area / Theme | Read & Do Prior to Class Session | Deliverables | Assignments Due | Exams |
| 1 | Fr 02.265:00pm-8:00pmOn-Campus Location TBA | * Primer on Design Thinking
* Team Formation
* Design Research
 | * Design: Chapters 1-7
* HBP: “Design Thinking,” by Tim Brown, *Harvard Business Review*, June 2008
* HBP: “Informing Our Intuition: Design Research for Radical Innovation,” by Jane Fulton Suri, *Rotman Magazine*, Winter 2008
* HBP: “Re-Framing Opportunities: Design Thinking in Action,” by Jeanne Liedtka, Andrew King and Kevin Bennett, *Rotman Magazine*, Fall 2013
* “Question Everything,” by Roberta Cruger, HowDesign, June 2007: <https://www.ideo.com/images/uploads/news/pdfs/QuestionEverything.pdf>
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| 2 | Sa 02.279:00am-5:00pmOn-Campus Location TBA | * Observation
* Synthesis
* Brainstorming
 |  | **Team Assignment #1: Research Plan** (submit before 9:00am on 02.27) |
| 3 | Su 02.289:00am-1:00pmOn-Campus Location TBA | * Solutions
* Prototypes
 |  | **Team Assignment #2: Insight Summary** (submit before 9:00am on 02.20)**Team Assignment #3: Final Report** (complete before 11:59pm on 03.07) |