

Course title: Design thinking for innovative business design -Intangible to tangible

Area: Business Policy

Course Sessions: 20

Students: 40 (30 PGP students + 10 open seats to PGPAGM, exchange students, FPM)

Instructors name: Ashis Jalote Parmar, ashisj@iimahd.ernet.in

Course Pre-requisite: Students interested in this course should submit a two line "statement of purpose" for interest in this course and mention their work experience (in months)

1. Defining design thinking:

Tim Brown- President and CEO- IDEO

"Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success."

Richard Buchanan-Professor- Carnegie Mellon

Design is the human power of conceiving, planning, and making products that serve human beings in the accomplishment of their individual and collective purposes."

Ashis Jalote Parmar-Professor, Design, IIM A

"A creative and systematic problem solving process that drives user and context sensitive innovations and business solutions."

2. Course objective

This course will introduce the fundamentals of design thinking. Students will also learn to reframe problems, to identify new business opportunities and apply design thinking to create competitive edge within their organization.

Why is it necessary? World of management is moving to an era of complex, fuzzy and interdependent challenges. These challenges require managers to work in the intersection of knowledge to seek solutions not in silos, but in holistic integrated approaches, as our context continues to evolve. In complex times it is the managers turned leaders who will have the vision to see beyond common degree of patterns, by understanding the "big picture" to create new patterns- will stay ahead!.

2. Course outcome

- **Get introduced** to Design Thinking process and fundamentals
- **Develop an** systemic view to problem solving
- **Learn to craft** integrated and user driven experiences in products, services and organizations

4. What this course does not teach in business design:

Financial modeling, economics, financial details of business modeling , quantitative methods for business modeling, business laws, intellectual property , business ethics, international business, family business, working prototypes, Industrial engineering and manufacturing process.

5. Relation with other courses

Design thinking links with several existing courses offered at IIMA in the following areas:

- **Business policy and strategic management:** Gain a holistic view of developing user driven competitive strategies.
- **Innovation, new product development and marketing:** Conceptualizing new products and create new user experience opportunities in product and service delivery chains.
- **Organization behavior:** Building teams and encouraging culture of innovation within an organization. Collaborating with multidisciplinary stakeholders, team members, to leverage co-creation, add diverse perspectives to visualize and identify the bigger opportunity.

6. Pedagogy

The course pedagogy is interactive and is a combination of case based and applied project based learning.

7. Evaluation scheme

Assignments: 80% (Individual 50% and team 50%)

Class Participation/presentation/peer critiquing: 20%

Attendance: Requested compulsory

8. Session details

Pre course Reading:

Jalote Parmar, A, Design Thinking a Fad or Reality, 2015, Working Paper, IIMA (pp-1-19), W.P No. 2015-10-01

Session 1: Introduction to Design Thinking

Description:

Introduction to design thinking and how it has been applied to enhance business design, especially, to create competitive strategies in different segments of value chain- ranging from idea to enterprises.

Reading:

Martin, R, The Knowledge Funnel, Book Title: Design of Business, -Why Design Thinking is the Next Competitive Advantage, 2009, Pg 1-32

Objective & Learning Aim:

To position the need for design thinking in the context of Innovation and as competitive advantage considering the current business landscape

Session 2: Reframing Opportunities/ Challenging Assumptions

Description:

Introduction to the first principle of design thinking: reframing opportunities and challenging assumptions.

Reading:

Verganti, R, Design Driven Innovation, Book Title: Design driven Innovation, 2009, Pg1-16

Objective & Learning Aim:

Learn to reframing opportunities by examples and short exercises. Technique to identifying problems in everyday things, products, businesses and services from a user perspective to reframe problems and identify new business opportunities.

Session 3/4 : Fundamentals of Design Thinking-1/2

Description

Introduce the principles of design thinking through the case of Inuit

Reading:

Smith, B, Intuits CEO on Building a Design Driven Company, 2015, January –February, , Harvard Business Review (Pg-35-38)

Objective & Learning Aim

How a design driven company such as Intuit benefits from incorporating Design thinking principle to make it

a competitive advantage

Session 5/6: Design Method & Tools: Contextual Inquiry

Description:

This session focuses on introducing the key design method tools related ethnography which can be applied to understand of the user and the context.

Reading Method:

Beyer, H & Holtzblatt, K , Book Title, Contextual Inquiry, Chapter title, Principles of Contextual Inquiry, (Pg-41-64)

Learning Aim:

Exposure to Contextual Enquiry method, which can be applied in gaining EMPATHY or “design immersion “

Session 7/8/9: Design Thinking Cycle- Venture Design (Studio Session)

Description:

These three sessions are taken by guest faculty: *Dr. Vikram Singh Parmar, CEO, National Business Design Incubator, Faculty Product Design, NID.*

Reading:

Coats, B, IMVU, Case No-E254, Stanford Graduate School of Business, 2007, Pg 1-13

Learning Aim:

introduce the four stages of design thinking cycle (Empathy, Ideate, Iterate, Evaluate) and how it can be applied in several levels in an organization.

Session 10/11: Product Design: As an competitive advantage

Description:

This topic is introduced through Bang and Olufsen case. How design drives product innovation and how an organization is structured to support design thinkers.

Reading:

Bang and Olufsen: Design Driven Innovation (HBR case)

Learning Aim:

How product design as a competence

Session 12/13: Experience Design as a Strategy

Description:

This session focuses on introducing experience design through the example of Indra Nooyi/Pepsi

Reading:

Ignatius, A, How Indra Nooyi Turned Design Thinking into Strategy, 2015, Harvard Business Review, (pp-81-85)

Learning Aim:

Learn the relevance of experience design which is a core value in innovation and should not be treated as a

“Frill” or afterthought in the product development cycle.

Session 14/15: System Design (Studio Session)

Description:

Students will present their findings on the Assignment and learn to do systems thinking

Reading:

None

Learning Aim:

Peer learning and critiquing session of analyzing and shaping concept

Session 16/17: Design Attitude : Self & Organization

Description:

This session focuses on introducing the relevance understanding what is Design Attitude and how it supports positioning design thinking in organizations

Reading:

1. Jalote Parmar, A, A Book Review of “Design Attitude” Design Issues, In press, 2015)
2. Michlewski, K , How Designers Directly Impact Organizations , Book Title: Design Attitude, 2015 pp-175,197,Gover, UK

Learning Aim:

For design thinking to drive innovation requires nurturing a “design driven culture/design attitude ” of an organization and design as a discipline must be positioned strategically in organizations.

Session 18/19/20: Final Presentation

Description:

Project presentation and peer reviewing

Reading:

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Learning Aim:

Learning from peers through the presentation and critical analysis of the projects.