

Columbia Business School / Fall 2021 / Thursdays, 3:50pm – 7:05pm

Professor Sheena Iyengar / ss957@gsb.columbia.edu / Office hours: by email appointment

B8782-001
INNOVATION SALON

Room	Time: Thursdays, 3:50pm – 7:05pm ET
Instructor	Professor Sheena S. Iyengar / ss957@columbia.edu
Teaching Assistants	Sean T. Kaczmarek / stk2133@columbia.edu Michael White / mwhite25@gsb.columbia.edu
Teaching Support	Eleanor Bentley

COURSE DESCRIPTION

Business has been disrupted and transformed in unprecedented ways over the last decades. Between tech booms and recessions, phenomenal growth and market crashes, political unrest and a pandemic, our old ways of thinking are being challenged – and rules being revised. We are witnessing innovation, and the evolution of business, right before our eyes.

In the Innovation Salon, you'll hear from different industry leaders who will speak about the issues which are affecting the world today. During these off-the-record conversation, these insights will go beyond what you read in a newspaper. These experts and leaders will give their perspectives on how businesses are being disrupted, and discuss how to better understand and analyze the problems and potential opportunities they see.

COURSE COMPONENTS

There are six scheduled sessions taking place on September 9, September 23, October 7, October 28, November 18, and December 2. Each session will run 3:50pm – 7:05pm. The first session on September 9 will include only the instructor, teaching assistants, and students. No panel or speakers will be hosted on that day. The remaining dates will each have a speaker or panel, and each session will focus on a different industry or domain.

Student-Only Class Portion, 3:50pm – 5:15pm

For the sessions with speakers, the instructor, teaching assistants, and students will meet from 3:50pm – 5:15pm. Students will review their pre-class assignments during this time with groups of other students and the teaching team. Following this, students will complete an in-class

assignment individually, and then will return to groups to review their own work and receive feedback from other students and the teaching team.

Student, Alumni, Guest, and Speaker Portion, 5:30pm – 7:05pm

At 5:30pm the panel and fireside chat portion of the class will begin. Alumni, faculty, and other guests will join the class at this time (whether in-person or via zoom). The panel portion will consist of a moderated discussion and question and answer session.

Dinner at Ci Siamo, post-class

After the panel portion of the class, selected students will attend dinner with the teaching team, speakers, and alumni at Ci Siamo. Dinners are co-hosted by Danny Meyer's team at Union Square Hospitality Group. Transportation will be provided.

This is an opportunity for students to network with alumni and speakers. Students will be notified in advance regarding which dinner(s) they are able to attend, based upon a preference ranking completed by each student at the beginning of the semester.

COURSE WORK

Pre-Class Assignment

Before each class, each student must read the readings posted on Canvas. Based on their readings, and their own research, each student will provide a 100-200 word reflection, which identifies and defines a problem that the industry/domain is facing. The reflection should explain their thought process for choosing and defining the problem in the way they did. Students should be sure to include any information that supports why they would define the problem in this manner, including any statistics, reporting, industry trends, etc. Students may also include any other questions they have about the industry and

The pre-class assignment will be submitted on Canvas, and is due 5pm Eastern U.S. Time on the Sunday before class.

In-Class Assignment

During class, students will complete a combination of individual and group work based around the problem they identified in their pre-class reflection. These in-class tasks are completed in the manner of The Think Bigger Innovation Method™, as will be taught and subsequently reviewed in class.

Post-Class Assignment

After class, students will complete a 100-200 word reflection in which they will analyze the process they completed for their identified problem. Students should reflect on if/how the process and speakers influenced the way they thought about the problem, whether student interactions helped them in specific ways, whether they found specific aspects of the process valuable, and what remaining questions they have about their identified problem.

The post-class assignment will be submitted on Canvas, and is due 5pm Eastern U.S. Time on the Sunday after class.

Final Project

At the end of the semester, students will consider the different industries and topics covered by the semester's speakers. Students will then identify a problem that is of relevance to one of the topics covered, and work through the Think Bigger Innovation Method™ with that problem. Students should be prepared to define the problem, break down the problem, complete a Desires Triangle™, complete a Choice Map™, create solutions using Choice Mapping™, and reach out to others for specific feedback – each of these steps will be taught and reviewed throughout the semester. The final deliverable is a slide deck which displays how you went through the method to create a solution. This should be succinct and consist of no more than 10 slides.

A rubric for this project will be posted to Canvas during the semester.

The Final Project will be submitted through Canvas and is due by Sunday, December 12th and 6pm Eastern U.S. Time. Students do **NOT** need to verbally present these presentations, they are only being submitted on Canvas.

GRADING

Pre-class, in-class, post-class assignments: 40% of final semester grade.

Final Project: 40% of final semester grade.

Any late submission is automatically deducted 50%. Each additional day an assignment is late, a further deduction of 20% will be taken off (i.e., an assignment due Sunday can receive, at maximum, 50% if submitted Monday, 30% on Tuesday, 10% on Wednesday, and will receive a zero if submitted after Wednesday).

Participation: 20% of final semester grade. Participation includes being an active member of in-class activities, including group work, participation in whole class discussions, and participation on the Q&A portion of sessions.

ATTENDANCE POLICY

Each unexcused absence will decrease a student's final grade by one letter.

Students who miss 50% or more classes (3 or more classes) will receive an F.

Class attendance is absolutely critical as no sessions are recorded (students are not able to watch the class at a later date). If a student is unable to attend class or complete an assignment, they must notify the instructor and receive approval from the instructor to miss the class or assignment. Without instructor approval, all absences are considered unexcused and assignments considered late/unsubmitted.

COURSE SCHEDULE

THURSDAY, SEPTEMBER 9, 2021

The Think Bigger Innovation Method will be presented. Through the presentation we will cover topics such as how innovations develop, and what criteria are involved in creating innovation. The method is a six-step framework which displays how to take a problem, understand it, and create an innovative solution to address it. Students will be taught the basics of how to apply this framework repeatedly across different industry problems.

THURSDAY, SEPTEMBER 23, 2021

How do we apply Robotics to solve problems?

Speakers:

Dr. Hod Lipson, James and Sally Scapa Professor of Innovation, Columbia School of Engineering and Applied Science

THURSDAY, OCTOBER 7, 2021

How do we think of humanity in an increasingly digital age?

Speakers:

Rabbi Irwin Kula, President of the National Jewish Center for Learning and Leadership

THURSDAY, OCTOBER 21, 2021

(Optional class day due to A-Term finals. Participation does not affect student grade.)

How do we think about the future of Big Tech?

Speaker:

Kara Swisher, Tech Journalist, Host of *Sway* podcast, Co-host of *Pivot* podcast

THURSDAY, OCTOBER 28, 2021

How should business leaders lead?

Speaker:

Tim Ryan, US Chairman of PricewaterhouseCoopers (PwC)

THURSDAY, NOVEMBER 18, 2021

How do we develop a cannabis market?

Speakers:

Peter Caldini, CEO of Acreage Holdings

Dr. Yasmin Hurd, Ward-Coleman Chair of Translational Neuroscience and the Director of the Addiction Institute at Mount Sinai

THURSDAY, DECEMBER 2, 2021

How do we take action against climate change?

Speakers:

Sir Alex Halliday, Founding Dean of Columbia Climate School and Director of the Earth Institute

***Please see Canvas for assignment due dates.