Columbia Business School, 301 Uris Hall / Spring 2022 / Thursdays, 3:50pm – 7:05pm

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

**B8782-001**

**INNOVATION SALON**

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| Room: 140 Uris | Time: Thursdays, 3:50pm – 7:05pm ET |
| Instructor | Professor Sheena S. Iyengar / [ss957@columbia.edu](mailto:ss957@columbia.edu) |
| Teaching Assistants | Sean T. Kaczmarek / [stk2133@columbia.edu](mailto:stk2133@columbia.edu)  Michael White / [mwhite25@gsb.columbia.edu](mailto:mwhite25@gsb.columbia.edu) |
| Teaching Support | Eleanor Bentley / [sheenaiyengaroffice@gsb.columbia.edu](mailto:sheenaiyengaroffice@gsb.columbia.edu) |

**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 conversations, 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 seven scheduled sessions will take place on January 27, February 10, February 24, March 10, April 7, April 21. Each session will run 3:50pm – 7:05pm. The first session on January 27 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 work both individually and in groups throughout the session. Pre-class assignments will be reviewed, and students will complete an in-class group assignment in their groups, which will be submitted to the teaching team.

**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 via zoom. The panel portion will consist of a moderated discussion and question and answer session.

**Dinner at Ci Siamo, post-class (potential based upon COVID protocols)**

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**

After having read the required materials, you will be responsible for submitting a 200 word reflection that identifies and defines a problem within the industry/domain. Your reflection should explain your thought process for choosing and defining the problem in the way you did. You should also be sure to include any information supporting why you defined the problem in this manner — including any statistics, reporting, industry trends, etc.

Remember to complete a step analysis for this problem so you can see the ways to “step up” and “step down” your problem. You do not need to submit a step analysis nor discuss it in your reflection, but it is an exercise I want you to practice so you can see the different scales of your potential problem.

When I read over these assignments, I am looking for an answer to the question, “How did you define the problem?” And don’t be surprised if my feedback is ever, “I think you could have stepped this up or stepped this down.” You are encouraged to also include questions that you have about the industry to prepare for the speaker session.

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

**Post-Class Assignment**

After class, you will complete another 200 word reflection on what you learned from your classmates and from the speakers, how you now think about your pre-class problem, and any examples of successful tactics that could help to solve your problem.

When I read over these assignments, I am looking to see how your thinking has changed by listening to the speakers, going through our in-class assignments, and any possible examples of success you have thought of or found.

**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 a business/industry problem they want to better understand. The problem may be relevant to one of the topics covered in the Salon, but it does not need to be. They will identify a problem, complete a step analysis of the problem (stepping up and stepping down), complete a breakdown of the problem into subproblems, and identify suggestions for solutions that are easily implementable and attach the “low hanging fruit” of the problem. The assignment should be at least 1,000 words and use relevant data, research, and other information sources to support their paper. This paper is less about generating solutions, and more about having a meaningful analysis.

**The Final Project will be submitted through Canvas and is due by Sunday, May 1st, at 5pm Eastern U.S. Time.** A rubric for this assignment will be posted to Canvas before the end of the semester.

**GRADING**

**Pre-class and 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, JANUARY 27, 2022**

**THURSDAY, FEBRUARY 10, 2022**

**THURSDAY, FEBRUARY 24, 2022**

**THURSDAY, MARCH 24, 2022**

**THURSDAY, APRIL 7, 2021**

**THURSDAY, APRIL 21, 2022**

\*\*\*Please see Canvas for assignment due dates.

**CONFIRMED SPEAKERS AND TOPICS DURING THIS SEMESTER**

Dr. David Blei, Professor of Computer Science, *Data Science and Machine Learning Algorithms*

Danny Meyer, Founder and CEO, Union Square Hospitality Group, *Hospitality and Economic Development*

Kara Swisher, host of “Sway” podcast, tech journalist, *Technology and Society*

Dr. Geoffrey Heale, Climate Change Economist, *Climate Change*

Michael Murphy, Attorney and ESG Practice Area Leader at Gibson, Dunn & Crutcher’s, ESG Leader, *Climate Change*

Xavier Rolet, former CEO of the London Stock Exchange, CEO of World Quantum Growth Acquisition Corporation