

MGMT B8577-001
THINK BIGGER

Curriculum for Fall 2020	Room: Zoom Time: Wednesday 8:30 AM - 11:45 AM E.S.T.
Instructor:	Professor Sheena S. Iyengar / ss957@columbia.edu
Workshop Director: Instructor	C. Blaine Horton / cbh2132@columbia.edu
Chief Mentor: Instructor	Neale Godfrey / neale@childrensfinancialnetwork.com
Teaching Support:	Jordan Antebi / ja3467@gsb.columbia.edu

COURSE DESCRIPTION

When you have a complex problem that needs solving, you need innovation, a solution that is both novel and useful. This course focuses on *The Think Bigger Innovation Method*, which utilizes decision-making theory, cognitive science, and industry practice to facilitate creativity and innovation. The course is designed to foster new ideas during the beginning of the semester which will then function as the seeds for an entrepreneurially minded final project. The course culminates in a final project where you will be required to help present a formal and polished pitch of an innovative idea in front of a distinguished panel of successful minds from across the city.

All innovation – in entrepreneurship, corporations, any field or discipline, even our personal lives – begins with a creative spark. Many of us want that next great idea, but we often forget an important part: how? Think Bigger is a course that helps answer this question with a six-step method for innovation, unlike any other. Modern neuroscience and cognitive psychology now understand how the human brain develops creative ideas, and Think Bigger is the first method to apply this new science as an innovation method. A core element of the method – and of the human condition – is that successful innovation, regardless of vocation or profession, depends on an innovator's desire. Solving a problem that people are passionate about is a way to give them meaning, and makes their company, organization, or community better.

Think Bigger is that rare course where theory meets practice. And as a workshop, you will not only learn the science of innovation but also apply it in real-time, in a real-world context. While tackling problems of your own choosing, you will also write weekly reflections about the class, enabling you to expand your thinking and understand how the theory applies to your own practice. Using the six-step Think Bigger method, you will work with classmates from across campus to identify, analyze, and solve important problems of your choosing, such as social discourse, pandemic response, or supply chain logistics. This format fosters both interdisciplinary teamwork and constructive interactions that draw on every individual's experience and expertise.

A core component of Think Bigger is our network. Think Bigger includes innovation practitioners who visit, mentor, and provide feedback: what works, what doesn't work, and how to improve. Towards the end of the semester, we also invite a collection of judges, usually experienced entrepreneurs, investors, or other business professionals, to end the semester with a "real world test" of each idea. These interactive sessions help you better understand how your ideas are perceived, so they can improve, and transform into successful real-world solutions.

To learn more about the instructors for this course, please see the attached bios at the end of the syllabus.

Grading:

Class Participation (15%)
includes Zoom attendance, participation in polls and surveys, submitted class exercises, etc.

Homework Assignments (35%)
includes 100 word reflections submitted each Sunday following class (before 11 PM E.S.T) in addition to any other homework assigned in class (always due before the next class begins)

Mentor Sessions (20%)

Final Presentation (30%)

Notable Class Elements

The Innovation Method Tools:

We will introduce you to a number of tools (digital and otherwise) designed specifically to help you search, ideate, and innovate.

Coaching Sessions:

Students will have multiple coaching sessions with our prestigious Columbia Innovation Fellows over the course of a single class. These fellows will assist in the ideation process and ultimately assist in the evaluation of team performance and ideas.

Innovation Fellows Reception:

Each semester, we hold a reception inviting all students to mingle with Think Bigger alumni and the Columbia Innovation Fellows in a more relaxed environment.

Final Presentation:

Using the medium of their choice, students will be required to create a short group presentation of their big idea. Presentations will be given in front of a distinguished panel of judges and receive feedback in real-time.

Sep 9 - **Lecture 1** - Introduction to Creativity: The Science of Innovation.

Sep 16 - **Lecture 2** - Define the Problem: What Would You Most Like to Solve?

Sep 23 - **Lecture 3** - Idea Marketplace

Sep 30 - **Lecture 4** - Breaking Down the Problem: What are the Pieces of the Puzzle?

Oct 7 - **Lecture 5** - The Preference Complex: Uncovering Motivation and Bias

Oct 14 - **Lecture 6** - Search and Research

Oct 28 - **Lecture 7** - Build a Choice Map

Nov 04 - **Lecture 8** - Reimagine

Nov 11 - **Lecture 9** - The Third Eye: Do Others See What You See?

Nov 18 - **Lecture 10** - Day of Mentors: What Works, What Doesn't Work, and How You Can Improve

Dec 2 - **Lecture 11** - Pitch Imperfect

Dec 9 - **Lecture 12** - Day of Judgement: Judges Invest 'Think Bigger Dollars' in Teams of Their Choice

INSTRUCTOR BIOS

Professor Sheena S. Iyengar is a world expert on choice and decision-making. Her book *The Art of Choosing* received the Financial Times and Goldman Sachs Business Book of the Year 2010 award, and was ranked #3 on the Amazon.com Best Business and Investing Books of 2010. Her research is regularly cited in the New York Times, Wall Street Journal, and The Economist as well as in popular books, such as Malcolm Gladwell's *Blink* and Aziz Ansari's *Modern Romance*. Dr. Iyengar has also appeared on television, including the Today Show, the Daily Show, and Fareed Zakaria's GPS on CNN. Her TED Talks have collectively received almost four million views and her research continues to inform markets, businesses, and individuals around the world.

Dr. Iyengar is the inaugural S.T. Lee Professor of Business in the Management Division at Columbia Business School. Growing up in New York City as a blind Indian American and the daughter of immigrants, she began to look at the choices she and others had, and how to get the most from choice. She first started researching choice as an undergrad at the Wharton School of the University of Pennsylvania where she graduated with a B.S. in Economics. She received her Ph.D. in Social Psychology from Stanford University where her dissertation, "Choice and its Discontents," received the Best Dissertation Award. She received the Presidential Early Career Award in 2002 and in 2011 and 2019 she was named a member of the Thinkers50, a global ranking of the top 50 management thinkers. She won the Dean's Award for Outstanding Core Teaching from Columbia Business School in 2012 and was named one of the World's Best B-School Professors by Poets and Quants.