Welcome to MBA 501 Online: Design Thinking and Strategic Management!!

Communication Plan for Students:

- **Day to day communications** -- (Housekeeping details) I will use the email list in Canvas to communicate schedule changes and other housekeeping details to the students. I will back this up by posting the same email to the announcements page in Canvas.

- **Office Hours** -- I will use my regular e-mail to communicate with students, this is the best way to get in touch with me. csuciu@boisestate.edu Students can set an appointment to meet me in the chat room, or they can call me on the phone in my office during my office hours (208-426-2812). Students who live in the area can also set an appointment to meet me in my office.

- **Class discussions** -- I will use the discussion boards in Blackboard to facilitate class discussions. We will discuss the principles found in the text book and real-life scenarios gathered from current news. I will put up the discussion board 24-hours in advance of the discussion opening date/time (as designated in my course schedule) and make it available to the students on the date/time specified in the schedule.

- **Assignments** -- Students will turn in all assignments via the assignment link that is provided in the Canvas course site. They can expect me to have assignments graded and returned via Canvas within one week of the assignment due date. I'll use the formatting and highlighting tools in MS-Word to mark up and comment on student papers. I may use verbal online communication tools if available.

- **Weekend contact**- I will not check e-mail or respond over the weekend. (unless prior arrangements have been made during my office hours with a student)
• **Emergency contact** -- Students can contact me with emergency situations via e-mail. csuciu@boisestate.edu I will check my e-mail daily (except for Saturday and Sunday) and will reply within 24 hours. My office number is 208-426-2812. Yet, the BEST way to contact me is to e-mail me as I may not be in my office.

**Course Description:**

This course examines collaborative innovation processes that are transforming business and driving industrial life cycles. Special consideration will focus on organizational design, diversification, mergers and acquisitions, and measures of strategic performance including the use of both Porter and Hambrick models for strategy. Interpersonal skills will be enhanced via online collaborations with classmates.

During the semester we will be asked to explore the fundamental question that drives both the study and the practice of business management: How do we account for business performance, and what can we, as managers, do to influence it?

As we explore different ways of answering this question, we will develop an understanding of how context influences performance, and how organizations must change and learn as their context changes. Specifically, we will study the structural forces that shape how industries evolve over time, and how competitive conditions, and consequently business strategies, change through each phase of this evolution.

In addition to defining “What” constitutes a sustainable competitive strategy, this course will also emphasize “How” managers can shape the evolution of such a strategy. In short, we will be studying how managers can facilitate the design of innovative products, processes and, ultimately, strategies.

**Pre-requisite and Course Resources:**

**Canvas**

This course site runs on the Canvas platform. You can login to Canvas at http://boisestate.instructure.com. Login with your: My.BoiseState username and password. A number of Canvas Usage Tutorials are available after you login.

**Technical Support**

For any technical problems please use the “Help” button at the top right of the Canvas screen. If you cannot access Canvas, please contact 208.426.3328 between 9am and 5pm Monday-Friday. Answers to frequently asked questions can be found at http://guides.instructure.com/.

**Software**

Many course documents are PDF format. You will need Adobe Reader to view these files, which you can obtain for free at: http://get.adobe.com/reader/. Some assignments and class materials are in MS-Word or in MS-Excel format.
Textbook & Reading Materials
The required texts for this class are listed below. An electronic version of these textbooks and articles are provided with the course and can be found on the course Canvas site. You may print the provided e-text or purchase this book from a bookseller if you wish to have a hard copy. However, hard copies are not required.

Texts:
- Presentation Zen by Garr Reynolds, New Riders, Berkeley CA
  - ISBN 1-591139-619-0 (hard cover)

Articles:
- “Design Thinking” by Tim Brown, HBR article Product # R0806E
- "What is Strategy?" by Michael Porter, HBR article. Product # 4134
- "Disruptive Technology: Caching the Wave" by Bower and Christensen, HBR article Product #95103
- “Identifying Jobs to be done” by Scott D. Anthony, Mark W. Johnson, Joseph V. Sinfield, Elizabeth J. Altman
- “Hewlett-Packard: The Flight of the Kitty hawk” (A) Product # 9-608-088
- “Are you sure you have strategy? By Donald C. Hambrick and James W. Fredrickson, The Academy of Management Executive: Nov 2001: 15,4; ABI/INFORM Global pg. 48
- Journal articles, cases, and similar items are integrated into the provided e-text.

Supplemental readings for you:
- “Bootstrap Benefit Segmentation as an Experiential Learning Activity” by John A. Schibrowsky, James W. Peltier, and Robert H. Collins
- “Innovation as a learning Process: Embedding Design Thinking” by Sara Beckman and Michael Barry, California Management Review, VOL. 50 NO 1, Fall 2007
- “Using the Balanced Scorecard as a Strategic Management System” by Robert S. Kaplan and David P. Norton.

Videos
Video presentations related to the material covered each week are provided on this course site. Access the slides and synchronized instructor’s narration by connecting online to a media server (you will not need to have a media player installed on your machine). Slides are in PDF format so they can be easily viewed on your computer, downloaded, or printed.

Technology:
- Computer: regular access to a PC or Mac computer with at least 64MB RAM.
• **System:** system platform of Windows 95 or newer, Mac OS 8 or newer, or Linux.
• **Internet:** dependable access with 56K or better modem.
• **Web Browser:** Internet Explorer 6 or newer, Firefox 2 or newer, Netscape 8 or newer, Safari 2 or newer, Opera 8 or newer, or equivalent.
• **Other:** specific course requirements include software: Open Office; Microsoft Word, Excel, or PowerPoint; Acrobat Reader; QuickTime, Real Player, or Microsoft Media Player; or other specialized hardware or software as specified by the instructor.
• You will need the QuickTime to view the videos!
• **Internet delivery:** A computer, Internet software and email as well as ability to use them are required. Regular and/or possibly daily access to your Bronco Mail account is required.

**Policies and Procedures:**

• **Attendance Policy:** Under Boise State University Policy, students are expected to attend every session of class in which they are enrolled. Since this is an online course students will be expected to log in at least two times per week to the discussion boards. (Monday 12 noon MST. – Sunday midnight MST.
• **Withdrawal Policy:** If a student is unable to attend the course or must drop the course, for any reason, it will be the responsibility of the student to withdraw from the course before the withdrawal deadline (see current BSU Schedule of Classes for deadline).
• **ADA Statement/Special Accommodations:** Any student requiring special accommodations to facilitate the learning process should contact the instructor and the Special Needs Coordinator, so appropriate accommodations can be made in a timely manner. It is the responsibility of the student to make the instructor and coordinator aware of the need for special accommodations at the beginning of the semester. [http://disabilityresourcecenter.boisestate.edu](http://disabilityresourcecenter.boisestate.edu).
• **Academic Integrity:** Any student participating in acts of academic dishonesty including, but not limited to, copying the work of other students, using unauthorized crib notes, plagiarism, stealing tests, or forging an instructor signature will be subject to the procedures and consequences outlines in BSU Student Handbook. [http://www.boisestate.edu/osrr/](http://www.boisestate.edu/osrr/)
• **Ask questions** and e-mail me if you do not understand a concept or have a question.
• **Take notes on online lectures** and power point presentations. Each lecture will be sent to you on Monday by 12:00 noon, MST along with your assignment. Come to the discussion boards prepared, having read the lecture material. You will need to read the material for each week and learn this information to complete the class.
• Complete all class assignments on time. **Assignments are due each Sunday night by midnight. MST. NO LATE ASSIGNMENT WILL BE ACCEPTED, UNLESS PRIOR ARRANGEMENTS ARE MADE WITH THE INSTRUCTOR**
• **Make up exams will be given ONLY under extreme circumstances.** If an emergency arises, call and inform me (426-2812) of your situation or leave a message with the Management Division Administrative Assistant, 426-1313. Or e-mail me at csuciu@boisestate.edu.

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**Teaching Methods:**

- Students will read the assigned chapters, HBR articles and complete all assignments and assigned projects.
- Students will participate in all online-class discussion boards.
- Students will write critiques on problem solving in real HBR articles and case scenarios.
- Students will be assigned in teams for a case study of a real company. This will provide an opportunity for students to apply the concepts of strategy and innovation.

**Minimum Time Requirements:**

- **Time:** A normal semester-long academic course requires a minimum of 3-4 hours of class work per one credit. Since this is a seven week class you will need to spend 27-36 hours per week on this course.
- **Abilities:** Requires excellent time management skills, extensive reading, online interaction, and computer/Internet literacy including competence with email and attachments, Web navigation, management of multiple open windows, and proficiency in opening, closing, and saving files and attachments.

**Course Outcomes and MBA Program Objectives Met In This Course:**

1. Build Discipline-Specific Goals

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2. Enhance Student Personal Growth

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3. Strengthen Interaction Skills
Leadership
X Teamwork
X Presentation Skills
X Written Communication

Course Objectives:
This course supports the following MBA program goals:

MBA Program Objective 1.a  Strategy Formulation
1.) Be able to view a business from multiple perspectives, and understand the relationship between a firm’s economic context, its competitive environment and the strategic options available to it.  (Assessment: Graded project)
2.) Understand the strategic and managerial issues concerned with building a sustainable, competitive advantage and the potential for unanticipated “competency traps”. (Assessment: Graded project.)

MBA Program Objective 2.b. Problem Solving
1.) Facilitate critical thinking and problem solving through interactive classroom discussion and individual projects. (Graded classroom participation, case discussions and individual projects)

MBA Program Objective 2.b. Problem Solving
1.) Understand how both the process and form of technological innovation changes as a result of changes in the industrial life cycle and competitive conditions encountered by the firm. Be able to use this information to identify opportunities for innovation with a firm. (Assessment: Graded project)
2.) Be able to develop a novel business plan using a team based, structured innovation process. (Graded team paper and presentation).

MBA Program Objective 3.b, c and d Teamwork, Presentation skills, and Written Communication
1.) Be able to choose and implement appropriate team based problem solving processes to address ill-defined strategic problems. (Graded team paper and presentation)

Grading Policy:
EVALUATION – PLEASE All paper must have cover page with YOUR name, the assignment, and date!!! PLEASE ATTACH all papers as an attachment. Do NOT cut and paste in the submit area. Each paper is single spaced, 12 point, Times New Roman.

Individual Written Assignments: Each week you will submit an individual written paper assignment. This may be a video critique, research assignment, or role play such as a negotiation exercise. This assignment may be done in groups! You will need to read the assignment guidelines to successfully complete these assignments, and each assignment is due by Sunday at midnight. MST. (Each assignment is worth 25 points.) Again, please attach your assignments, do not cut and paste in the submission area. Each session is worth 25 points. You will have 6 written assignments.
**Discussion Board:** Discussion board assignments require that your first post is completed by Wednesday at midnight and your response comment to the discussion board is completed by Sunday at midnight. (Monday 12:00 noon.–Sunday midnight. MST). Active participation in discussion boards will enhance your learning as well as enrich the experience of your classmates through the knowledge you share. Your active involvement in these discussions, as well as the quality of your comments, will be graded. Your contribution to your virtual team will also be evaluated, constituting your participation score! (Each discussion board assignment is worth a possible 25 points.) You will have 7 team sessions. **PLEASE read the Discussion board grading rubrics for how you will earn these points.**

**Team Assignments:** Each week you will submit a team paper written assignment. You will work as a team in an online forum in your assigned group. Each session is worth 25 points. You will have 7 team sessions.

**End-of-Semester Group Paper and Zen Power Point Presentation(using audio):** An end-of-semester group paper and power point presentation will be done in groups using the design thinking process. A guideline for this case study will be posted and assigned the first week of class. (It is worth a total of 150 points)

**Grading:**

End-of-Semester Group Paper and Zen Ppt. (using audio)……………….150 points
Individual Written Assignments (total of 6 worth 25 points each)………150 points
Team assessments (total of 7 worth 25 points each) ..........................175 points
Discussion Board (total of 7 worth 25 points each)............................175 points

**Total Points ........................................................................................................650 points**

Final grades are **earned** according to the following point accumulation:

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**ANYONE WHO DOES NOT COMPLETE THE COURSE OR DROP WILL RECEIVE A GRADE OF “F”.** (ALL ASSIGNMENTS, DISCUSSION BOARDS AND PAPERS MUST BE DONE TO COMPLETE THE COURSE)

**Formatting Instructions:**
• All class assignments should be prepared using Word, Word Perfect or similar word processing packages. Please use single spacing, 12 point, Times New Roman. Please use APA citations.

• You are responsible for punctuation, spelling and grammatical accuracy, and format according to the COBE Writing Guide and the Publication Manual of the American Psychological Association upon which the COBE Writing Guide is based.

• The COBE Writing Styles Guide lays out a set of basic writing standards that will be used across all courses in the College of Business and Economics. These standards are a subset of rules about good writing taught in English and Communication courses. This subset emphasizes professional communication in the workplace.

• At least 25% of your grade for any writing assignment in this class will be based on meeting the standards in the COBE Writing Styles Guide plus any specific amendments that I add for this class. You are responsible for downloading your copy of the COBE Writing Style Guide. The COBE Writing Styles Guide has been revised and the new “edition” (January 2009) is now available online at: http://cobe.boisestate.edu/COBEwritingGuide/index.htm

Other Information:
• HELP?? I enjoy helping students, so please feel free to ask for my aid.
• Final note: Even though I intend to follow this syllabus, I reserve the right to make any necessary changes throughout the semester.

Resources for Students:
Boise State web site contains an extensive list of resources which gives you academic resources, administrative resources, opportunities for students, information for currently enrolled student.

Online Privacy for Students:
“The Boise State Online Privacy Notice contains information for students about e-mail, personal disclosure, data retained about students, acceptable use, online behavior, academic dishonesty, and publication and distribution of student work.
http://itc.boisestate.edu/BbSupport/BbDocs/general/PrivacyNotice.htm

BUSMBA 501 - Course Schedule:
You will find an activity To-Do list in each module. Follow the suggested class routine schedule below to help you schedule your time accordingly so that you can successfully complete the course activities. Please print the schedule for your reference.
Monday (noon): Check the course site for any updates of the weekly assigned modules, readings, and related activities.

Monday (noon)-Sunday (Midnight): Complete the modules and related readings in the textbook, lecture readings, and website readings. Prepare responses to discussion board questions as directed. Submit initial discussion board postings by **Wednesday of each week by midnight**. Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight**.

Sunday:
- Make sure all “Individual written assignments” are submitted by **Sunday at midnight**.
- Make sure all “team assignments” are submitted by **Sunday at midnight**.

**Schedule of Readings, Assignments, and Discussions**

Prior to the beginning of this MBA 501 it would be wise to start reading these books and this article:
- Read: Blue Ocean Strategy (I will assign you a chapter)
- Read: HBR- Design Thinking
- Read: Presentation Zen (Chapters 1-3)

**Week One- Overview Design Thinking**

Readings and Lecture
- Read Blue Ocean Strategy for next week’s assignment
- Read Zen Presentation (chapters 1-3)
- Lecture:
  - Design Thinking lecture with Design Thinking Power Point Slides

Assignments
- **Week One Individual Assignment:**
  - Creating Effective Teams and Innovation[Sunday by midnight]
- **Week One Team Assignment:**
  - Create a new grocery store experience (product or service) **Sunday of each week by midnight**.
- **Week One Discussion Forum:**
  - Create your own interpretation of an incubator that could be used in Katmandu
  - Submit initial discussion board postings by **Wednesday of each week by midnight**.
Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight.**

**Multimedia:**  
- Watch “The Deep Dive” into the world of Design Thinking

**Week Two- Analytic Tools and Frameworks to Create Actionable Innovation Strategies**

**Readings and Lecture**

- HBR Blue Design Thinking, by Tim Brown
- **Lecture:**  
  - Blue Ocean Strategy  
  - Design Thinking instructions

**Assignments**

- **Week Two Individual Assignment:**  
  - One page executive summary on HBR, Design Thinking, by Tim Brown. [**Sunday by midnight**]

- **Week Two Team Assignment:**  
  - Decide on a project for your Design Thinking project for their end-of-year team project, **Sunday by midnight.**  
  - Teams will discuss and assign which observation techniques to use in their Design Thinking project.  
  - Teams will Identify a one or two sentences for the Project Brief: What problem area are they going to focus on to innovate a new product or service using the Design Thinking process. [**Sunday by midnight**]

- **Week Two Discussion Forum:**  
  - Present your Blue Ocean Strategy Chapter Power Point slides to the class.

- Submit initial discussion board postings by **Wednesday of each week by midnight.**  
- Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight.**

- **Multimedia:**  
  - Design Thinking by George Kembel  
  - Jobs to be Done, by Clayton Christensen
**Week Three - Critical Thinking in developing a Strategy**

**Readings and Lecture**

- What is Strategy
- Design Thinking instructions

**Readings**

- HBR – What is Strategy- by Michael Porter
- HBR- Five Forces- by Michael Porter

**Assignments**

- **Week Three Individual Assignment:**
  - Two page Executive summary for “What is Strategy” [Sunday by midnight]

- **Week Three Team Assignment:**
  - Present your ethnographic research using the software “Mindmeister or Stormboard [Stormboard.com](https://stormboard.com) and applying the Design Thinking process of visualization, framing of your ethnographic research.
  - One member in a group will need to sign up and add the other group members to a new stormboard.
  - The link I have given you is a test by me for you to see. Please create a new stormboard for you group. Up to five people can sign up in a group.

- **Week Three Discussion Forum :**
  - Using material from your “What is Strategy” paper tell the other students what strategy you analyzed and if it worked in your business and assess whether this strategy was or was not successful in the implementation of your business.
  - Submit initial discussion board postings by **Wednesday of each week by midnight**
  - Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight**

- **Multimedia:**
  - What is Strategy: by Michael Porter

There are two videos and both of these are great videos by Michael Porter.

Please take some time and take notes as this material will be helpful to you for your assignment for this week and also for developing your new product of service.
**Week Four- Innovation and Disruptive Technology**

**Readings and Lecture-**

- Flight of the Kitty Hawk
- Design Thinking instructions

**Readings**

- HBR- Flight of the Kitty Hawk Case Study, By Clayton Christensen
- HBR- Disruptive Technologies, by Clayton Christensen

**Assignments**

- **Week Four Individual Assignments:**
  - Two page Executive summary using the rubrics for “Flight of the Kitty Hawk, by Clayton Christensen.” **Sunday by midnight**

- **Week Four Team Assignment:**
  - Use the softward Meinmiester or www. Stormboard.com for brainstorming: Complete Brainstorming, summation of observation, journey mapping, “How might we statement”, Point of View statement, 4 quadrants, (rational choice, most meaningful, the darling, and the long shot)
  - Vote on your 3 best ideas. Sunday of each week by midnight.

- **Week Four Discussion Forum:**
  - Using material from your “Flight of the Kitty Hawk” discuss what went wrong. Hot seat with a final statement.
  - Submit initial discussion board postings by Wednesday of each week by midnight.
  - Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight.**

- **Multimedia:**
  - Watch Disruptive Technologies, by Clayton Christensen

**Week Five- Prototyping**

**Lecture-**

- **Tom Jensen- Teslo** – lecture at BSU in the Skaggs Center
- Design Thinking instructions

**Readings**
• Guidelines to sign up for this simulation and background information for Back Bay Simulation. This information will be sent to your e-mail address after you register for the class.

Assignments
• Week Five Individual Assignment:
  o One page brief on Back Bay Battery simulation results and critique

• Week Five Discussion Forum:
  o Using the Back Bay Battery simulation, give comments about your ongoing reactions to the simulation and then give your results.
  o Submit initial discussion board postings by **Wednesday of each week by midnight**.
  o Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight**.

• Week Five Team Assignment:
  o Prototype- Solution and identification of final ideas for your design thinking project.
  o Prototype- Experiment some more with your ideas- diverge and converge iteratively
  o Results: use feedback grid and develop story boards
  o Hand in copies of all of your observation, research techniques and pictures
  o **Sunday of each week by midnight**.

**Week Six- Hambrick and Fredrickson Strategy and Prototyping**

Lecture-
• Dr. Nancy Napier- Hambrick strategy
• Design Thinking instructions

Readings
• Are you sure you have strategy? Donald C. Hambrick and James W. Fredrickson, The Academy of Management Executive; Nov 2001; 15;4

Assignments
• **Week Six Individual Assignment:**
  o Executive summary of Are you sure you have Strategy, by Hambrick and Fredrickson, **Sunday of each week by midnight**.

• **Week Six Team Assignment:**
  o Rough draft for your end- of-year Design thinking paper.
  o Prototype- Refinement
  o Prototype- Reflection and Aha insight
• **Sunday of each week by midnight.**

- **Week Six Discussion Forum:**
  - Define and apply how Hambrick and Fredrickson strategy can be applied to your design thinking project?
  - Submit initial discussion board postings by **Wednesday of each week by midnight.**
  - Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight.**

- **Multimedia**
  - Hambrick and Fredrickson- Are you sure you have strategy.

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**Week Seven- Final Paper and Power Point Presentation**

**Lecture**
- Final instructions for End-of-Semester paper and Zen Power Point Presentation. (with audio for your power point slides)

**Readings**
- None

**Assignments**
- **Week Seven End-of-Semester Individual Assignment:** (Yet, submitted by your group)
  - Your week seven individual assignment is called your end-of-semester group paper and power point presentation with audio. Submit with all group member names.
  - Worth a total of 150 points
  - Final paper and power point slides (with audio). **Sunday of each week by midnight.**

- **Week Seven Discussion Forum:**
  - Reflection and analysis for the design thinking project and process
  - Submit initial discussion board postings by **Wednesday of each week by midnight.**
  - Review classmate's discussion postings and respond to one of your classmates' postings by **Sunday of each week by midnight.**

- **Week Seven Team Assignment:**
  - PAS assessment due- will be e-mailed to your e-mail address
  - Peer assessment form
  - **Sunday of each week by midnight.**