



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### **RSM 459H1S**

Business Design

Winter 2016

Course Meets: Wednesday / 12:00 – 3:00pm (2:00pm – 3:00pm studio)

Location: RT 142 (first & last class will be held in RT 4001), Rotman School of Management, 105 St. George Street, Toronto

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Lead Instructor: Mark Leung  
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Room 142

Teaching Assistant: Maya Boritz  
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## Course Scope and Mission

In this course, students will:

1. Learn the fundamental principles and practices of Business Design.
2. Learn how to conduct: ethnographic research, product & service design and business strategy and modeling on a real world challenge.
3. Explore how empathy, creativity, prototyping and strategic thinking informs their thinking and practice.

## Course Prerequisites

RSM250H1 Principles of Marketing

## Course Exclusions

RSM412H1 If taken prior to 2015-16

## Required Readings

All other readings will be found in the course package or posted on blackboard.

## Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

<u>Work</u>		<u>Due Date</u>
Class Participation/Attendance	15%	Ongoing
Reflective Assignment	25%	Jan 27 & April 6, 2016
Individual Assignment	20%	February 24, 2016
Final Team Project	40%	April 6, 2016

## Evaluation Details

### *Individual Class Participation (15%):*

Students are expected to be engaged during class and to make a contribution to the overall learning experience. This mark will be based on class attendance and thoughtful participation in class discussions. The focus will not be on the quantity of participation (e.g., number of answers and response length) but quality of participation (e.g., furthers the conversation, thought provoking, builds on the material).

### *Reflection Assignment (25%):*

The reflection assignment is meant to assess key learning and personal discoveries throughout the course. Students will reflect on the value of innovation and user centricity both personally and professionally. This grade will consist of a 2-minute *personal reflection video* (10%) and a 3-4-page *reflection paper* (15%).

### *Individual Assignment (20%):*

The individual assignment will assess and evaluate the student's understanding of the classroom material and its application to industry. Students will be graded on the quality of their thought process, application and outcomes.

### *Team Final Project (40%):*

Students will complete a group project using the Business Design process. Teams will apply the tools and methods taught in class to a real world challenge. The grade will consist of a final project presentation (25%) and three interim reports that will assess the depth of thinking, quality of output and adaption to feedback (15%).

## **COURSE FORMAT AND EXPECTATIONS**

### For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of any written assignment. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre ([www.asc.utoronto.ca](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://www.writing.utoronto.ca/writing-centres)). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

### For Group Work:

The Final Team Project requires students to work in teams of 4-5.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team’s process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach\*\* as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

\*\* For an appointment with a Rotman Commerce Team Coach, please contact Elaine Zapotoczny at [elaine@nikoletaandassociates.com](mailto:elaine@nikoletaandassociates.com). Elaine is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach’s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

## Weekly Schedule

Session	Topic	Readings/Videos	Assignments Due
<b>Jan 13</b> Class 1	Introduction to Business Design Course Overview	<i>The Design of Business</i> by Roger Martin, Rotman Magazine, Winter 2004	
<b>Jan 20</b> Class 2	Empathy	<i>Empathy &amp; Xbox</i> by Dev Patnaik (video)  <i>Seeing the World as It Sees Itself</i> by Dev Patnaik, Jumpassociates.com	
<b>Jan 27</b> Class 3	Prototyping	<i>Culture of Prototyping</i> by David Kelley (video) <i>Google Glass</i> by Tom Chi (video)	<b>Personal Reflection Video, Reflection Assignment (10%)</b>
<b>Feb 3</b> Class 4	Strategy Introduction to Group Project	<i>How Strategy Really Works</i> By Roger Martin (video)	
<b>Feb 10</b> Class 5	Need Finding	<i>Faster, Cheaper, Deeper User Research</i> By Vijay Kumar, Patrick Whitney, DMI Journal, Spring, 50-57, 2003.	
<b>Feb 24</b> Class 6	Need-Analysis	<i>Need-finding: The Why and How of Uncovering People's Needs</i> By Patnaik and Becker, DMI Journal, 1999	<b>Ind. Assignment (20%)</b>
<b>Mar 2</b> Class 7	Ideation	Everything is a Remix by Kirby Ferguson (video)	<b>Gear 1 Interim Report, Team Final Project (5%)</b>
<b>Mar 9</b> Class 8	Prototyping	<i>Fast solutions for a brighter future - rapid prototyping entrepreneurship</i> by Tom Chi (video)	
<b>Mar 16</b> Class 9 (Rm 142)	Design of Business	<i>Reinventing Your Business Model</i> By Johnson, Christensen and Kagermann, 2008	<b>Gear 2 Interim Report, Team Final Project (5%)</b>
<b>Mar 23</b> Class 10	Quick Wins & Experiments	<i>Scott Cook: The Power of Experimentation</i> By INK2013 (video)	
<b>Mar 30</b> Class 11	Storytelling & Presentation Prep		<b>Gear 3 Interim Report, Team Final Project (5%)</b>
<b>Apr 6</b> Class 12	Final Group Presentations		<b>Final Project Presentation, Team Final Project (25%)</b>  <b>Reflection Paper, Reflection Assignment (15%)</b>

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments**

Students who miss an assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

**Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.**

### **Late Assignments**

All assignments are due at the beginning of class on the date specified in the course outline. Late submissions will normally be penalized by 5% if the assignment is not received on the specified date, at the specified time. A further penalty of 10% will be applied to each subsequent day. The instructor reserves the right to refuse to grade any assignment that is more than two weeks late, in which case a grade of 0% will be assigned for that part of the course grade. If the delay is the result of illness or domestic affliction, the individual involved must contact the instructor BEFORE the due date of the assignment and explain the position. A medical certificate or other supporting evidence will be required, although if necessary these may follow after the due date.

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

### **Accessibility Needs**

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible:

[accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or <http://www.accessibility.utoronto.ca/>.

### **Academic Integrity**

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

*The University of Toronto's Code of Behaviour on Academic Matters*

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

### **Email**

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

### **Blackboard and the Course Page**

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at <http://www.portalinfo.utoronto.ca/content/information-students> and review the Frequently Asked Questions.

### **Recording Lectures**

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of

course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.