THINK BIGGER

Curriculum for Spring 2019
Room (TBD), Columbia Business School
Instructors: Professor Craig Hatkoff & Professor Sheena S. Iyengar

COURSE DESCRIPTION

What is a big idea? Is it a physical invention, like the printing press? Is it a way of doing things, like democracy or capitalism? Does something like ‘civilization’ qualify as a big idea? In this course, we will wrestle with these questions and more, so you can start to think big about how to approach the problem of problem-solving. We’ll look at examples of 'big ideas' and create a working definition of what constitutes a big idea. We'll help you develop the skills and strategies you need to discover impactful ideas of your own; and teach you how to articulate why your idea matters and how it adds value.

Throughout the course, you will be challenged to be your most creative with hands-on experiential exercises (both in and outside of the classroom) designed to take you through the processes of discovering, ideating, evaluating, and editing ideas, whether you are working alone on solo projects or engaging with a team. Near the end of the course, you'll receive direct feedback from influential business minds (entrepreneurs, venture capitalists, leaders, etc) from across the city. The course will culminate in a final project where you will be required to help present a formal and polished pitch of a big idea.

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

Grading:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>(20%)</td>
</tr>
<tr>
<td>Homework Assignments</td>
<td>(25%)</td>
</tr>
<tr>
<td>Day 1 Pitch</td>
<td>(05%)</td>
</tr>
<tr>
<td>Mentor Sessions</td>
<td>(10%)</td>
</tr>
<tr>
<td>Final Presentation</td>
<td>(40%)</td>
</tr>
</tbody>
</table>

Notable Class Elements

Pre-Course Assignment:
Students are required to turn in a one-page description of a big idea that they have before the first class. This page should answer the following questions: 1. What is your big idea? 2. Why is it a big idea? 3. What problem does it solve/purpose does it serve? 3. How will it impact people’s’ lives? These big ideas will serve as a starting point for the class.
**Day 1 Pitch:**
All students are required to give a 1-minute verbal pitch of your pre-course assignment big idea. This will be in front of the class and evaluated by the professor and your peers.

**Coaching Sessions:**
Students will have multiple coaching sessions with Innovation Fellows. These fellows will assist in the ideation process while also judging the performance of your team.

**Final Presentation:**
Using the medium of their choice, students will be required to make a short presentation on their big idea. Presentations will be giving a presentation for a distinguished panel of judges and students will receive feedback in real time.

**FULL COURSE OUTLINE:**

---

**HOMEWORK (for Class 1)**
Make sure to submit your pre-course assignment before the first class!

**CLASS 1**
**PITCH YOUR BIG IDEA**
During this time, each student will have exactly 60 seconds to present their big idea. At the end of the presentations, you will team up into groups with the goal of combining your ideas and interests into a “bigger” idea, which you will work on for the next six weeks. Following this, students will be given roughly 10 minutes to circulate and form a group.

**HOMEWORK (for CLASS 2)**
Submit Dream, Local\Global, Qualities Map, Tagline, Boil Down, and Proto-Persona on Canvas.

**CLASS 2**
**IDEATION 101**
Now that you have a big idea, how do you make it even bigger? This section is devoted to the first steps in the ideation process. Through lectures and exercises, we’ll discuss how to make your idea grow and be more creative and strategic.

**HOMEWORK (for CLASS 3)**
Submit Insight Matrix with filled out precedents (three per subproblem) on Canvas
Submit Sparks Page on Canvas
CLASS 3

IDEATION 201
What happens when you hit an ideation wall? Are there downsides to brainstorming? How do you innovate around problems? This day is devoted to continuing the ideation process and learning some of the pitfall involved in innovation. Students will also learn new strategies to intuit and cultivate innovation. Standard intuition is thought of like a feeling, but "creative intuition" stems from real knowledge and experience. We’ll unpack the "Aha moment" and ask how a series of smaller ideas can contribute to your one big idea.

HOMEWORK (for CLASS 4)
Submit Unique 3-5 Strengths of the Idea on Canvas
Submit new 1 paragraph Pitch on Canvas
Submit new Strat/B-model

CLASS 4

ENTREPRENEURIAL TRIAL BY FIRE
Active ideation involves 'thinking outside the box' and seeing things from other perspectives. On this day groups will meet with some of our distinguished panel of ideators. Each group will have up to 5 sessions where they deliver rapid-fire pitches and receive real-time feedback. Along the way, you’ll practice pitching your big ideas and developing the necessary criteria to continue distilling your thoughts.

EVENING RECEPTION (TBA)
Mix and mingle with our innovation fellows.

HOMEWORK (for CLASS 5)
Submit revised Dream, Q-Map, B-down, Press Line, Tagline, and Proton-Persona on Canvas
Get your pitch ready!

CLASS 5

REFINING FEEDBACK AND PROTOTYPING
This section will discuss the perils of feedback. With every opinion, you gain a new perspective. This can lead to greater creativity but can also overwhelm and confuse if you’re not strategic. One should always have the target in sight and a clear sense of purpose. To that end, the class will also discuss distilling an idea, which is often the key to building a buzz and making sure it sticks.

HOMEWORK (for CLASS 6)
Complete pitch/value prop slide
CLASS 6

BIG IDEA LAUNCHPAD
Each group will be given 90 seconds to present their big idea. Ideas will be evaluated by prestigious business leaders, venture capitalists, and entrepreneurs from around the city. These evaluations will be based on the presentations themselves and the feedback provided by our judges. Based on the votes of our judges and the rest of the class, one idea will be selected as a prize-winner.

SUGGESTED READINGS

Books:

2. *Sprint* by John Zeratsky, Jake Knapp, Braden Kowitz
3. *How We Got to Now* by Steven Johnson
4. *The Innovators* by Walter Isaacson
5. *Human + Machine* by Paul Daugherty and H. James Wilson
6. *Think By Design* by Tim Brown

Articles:

2. Watch Alec Ross, author of *Industries of the Future*, describe the challenges the workforce of the future will face due to globalization, "gig-ification," and robotics.
5. “How the blockchain will radically transform the economy,” talk by Bettina Warburg at TEDSummit
6. “Startups That Seek to ‘Disrupt’ Get More Funding Than Those That Seek to ‘Build’” by Dana Kanze and Sheena S. Iyengar

INSTRUCTOR BIOS

Professor Craig Hatkoff
Craig Hatkoff is a co-founder of the Tribeca Film Festival along with Jane Rosenthal and Robert De Niro. The largest film festival in North America, the festival was created immediately following events of September 11th to help revitalize lower Manhattan. In 2010, Craig created and curates the annual Tribeca Disruptive Innovation Awards in collaboration with Professor Clayton Christensen [with whom he is Co-founder of the Disruptor Foundation].

Craig is Chairman of Turtle Pond Publications LLC, a private entertainment and media based company. He is on the Board of Directors of the Tribeca Film Institute, Tribeca Flashpoint Media Arts Academy, Sesame Workshop, Dr. Richard Leakey's WildlifeDirect, The Desmond Tutu Peace Foundation, the Child Mind Institute, the Rock and Roll Hall Of Fame, The Alliance for Young Artists & Writers and the Borough of Manhattan College Foundation. He is also a member of the Clinton Global Initiative. He is a Director of two NYSE companies, Taubman Centers Inc. and SL Green Realty Corporation.

In addition, he has co-authored with his young daughters a best-selling series of children’s books including the New York Times #1 best-selling Owen and Mzee. Craig graduated from Colgate University ‘76 and received his MBA from Columbia University ‘78.

Professor Sheena S. Iyengar
Professor Sheena S. Iyengar is one of the world’s experts on choice and decision-making. Her book The Art of Choosing received a 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 programs like 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 people all over the world.

Dr. Iyengar is the inaugural S.T. Lee Professor of Business in the Management Division at Columbia Business School. She graduated with a B.S. in Economics from the Wharton School of the University of Pennsylvania and received her Ph.D. in
Social Psychology from Stanford University. She received the Presidential Early Career Award in 2002 and in 2011 she was named a member of the Thinkers50, a global ranking of the top 50 management thinkers. She was also awarded 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.