# Course Outline

| Course Code | RSM 459H1F (Section LEC0101 and LEC0201) |
|---|---|
| Course Name | Business Design |
| Term, Year | Fall, 2024 |
| Course Meets | Section 01: Wednesdays 4:00 – 7:00pm<br>Section 02: Mondays 12:00 - 3:00pm |
| Web page URL | https://q.utoronto.ca |

## Instructor Details

| Name | Email | Phone | Office Hours | Virtual Office Link |
|---|---|---|---|---|
| Section 01: Brian Wong | byc.wong@utoronto.ca | 416-825-8079 | By Appointment | Zoom |

| Name | Email | Phone | Office Hours | Location |
|---|---|---|---|---|
| Section 02: Anjana Dattani | Anjana.dattani@rotman.utoronto.ca | 416-978-8020 | By appointment. | Office 8034 or Zoom (based on student's preference) |

## Course Description

This course is a foundational introduction to the theories and methods of business design. In a learning-by-doing format, the course combines strategic analysis with the intensity of a business design case competition and will challenge you to think in new ways. You will learn, then apply industry leading methods to start, find, frame and solve a real industry challenge. This course combines instructor-led, peer-to-peer and team-based learning and industry sponsor knowledge exchange.

## Learning Outcomes

### Course Learning Objectives:

- Learn the fundamental principles and practices of Business Design: using design methods and techniques to find, frame and solve business problems.
- Learn how to work effectively in teams to conduct: ethnographic research, product and service design, business strategy and/or modelling on a real-world challenge.
- Explore how empathy, creativity, prototyping and strategic thinking informs your thinking and practice.

# Course Prerequisites
Prerequisite: Completion of 9.0 credits and RSM250H1
Exclusion: RSM412H1

# Course Materials

All readings (articles as web links or PDFs) will be provided in the Modules folder.
Optional Textbook: ***Business Design Thinking and Doing.***
The use of these materials complies with all University of Toronto policies which govern fees for course materials.

# Evaluation and Grades
Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

| Work | Percentage of grade | Due Date |
|---|---|---|
| Participation & Discussions (Individual) | 15% | Ongoing |
| Learning Journals (Individual) | 10% | Ongoing |
| Reflection 1 (Individual) | 10% | Week 2 |
| Business Design Brief (Team) | 15% | Week 3 |
| Data Collection Worksheets (Individual) | 10% | Week 6 |
| Business Design Project (Team) | 25% | Week 12 |
| Reflection 2 (Individual) | 15% | Week 12 |

## Course Format and Expectations

- ***Individual Participation & Discussions (15%):  Ongoing***
  You are expected to attend every class and be actively engaged during the entire term, contributing to the overall learning experience of the class.  Prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, you will be evaluated on the following:
  - Thoughtful responses
  - Understanding and analysis of topic
  - Idea generation
  - Promoting further discussion
  - Respectful active listening
  - Attentiveness

While attendance is necessary for you to participate in class discussions, attendance on its own will not result in a high participation grade. Your must actively contribute and participate by exhibiting the components listed above.

In case you are unable to attend a particular class, you must send an email to the instructor and TA <u>before</u> class, with a medical note attached if that is the case and/or approval from the Rotman Commerce faculty with academic accommodation.  Only documented medical emergencies are accepted as reasons for missing class. If approved, we will record the class and share the link

with you.

- *Learning Journal (1% x 10 = 10%): 10 out of 12 classes:*
  You will be asked to complete ten (10) Learning Journals (1% x 10 = 10%), due by
  11:59PM on the day of class. Grades will be assigned as follows: (0 = not submitted, 0.5
  = Submitted but did not meet requirements, 1 = Met requirements).

- *Individual Reflection Assignments (10% + 15% = 25%)*
  The reflection assignments are meant to assess key learning and personal discoveries
  throughout the course. You will reflect on the value and practice of design techniques on
  innovation and user centricity both personally and professionally. This grade will consist
  of two personal reflection blog posts.

- *Team Business Design Brief (15%) and Team Business Design Project (25%): (Total
  40%)*
  You 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 project brief/plan and final project presentation. The BD brief and BD project will
  demonstrate your fluency with human-centred design thinking and associated tools or
  techniques through the quality of your process, output and adoption of feedback.

- *Individual Data Collection Worksheet (10%)*
  Individuals (within project teams) will complete and submit their data collection
  worksheet -- listing their observations and findings from their ethnographic and interview
  activities. A template will be provided in class and on Quercus.

## Writing Assignments or Presentations

Reflections and Presentations are intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can book an appointment with a writing or presentation coach through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

## Team or Group Assignments

The Business Design Brief and Final Project requires students to work in teams of 4-6. Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.

- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre.  Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

*Missed Tests and Assignments*
Students who miss a term assignment for reasons entirely beyond their control (e.g. illness) may request special consideration **within 2 business days** of the missed assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: [https://uoft.me/RSMConsideration](https://uoft.me/RSMConsideration)
2. Provide documentation to support the request, eg. Absence Declaration from [ACORN](#), medical note etc.

**Please note:** As of September 2023, students may use the Absence Declaration on ACORN \***one time per term**\* to report an absence and request consideration. **Any subsequent absence will require a [Verification of Illness form](#) or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable.

Late Assignments

*All assignments are due on the date and at the time specified in Quercus. 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 5% will be applied to each subsequent day to a maximum of 50%.*

# Statement on Equity, Diversity and Inclusion
The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

# Commitment to Accessibility
The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please [email](#)

[Accessibility Services](#) or visit the [Accessibility Services website](#) for more information as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

# Generative AI / ChatGPT

The use of generative artificial intelligence tools or apps for assignments in this course, including tools like ChatGPT and other AI writing or coding assistants, is prohibited unless specified.

## Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T 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](#)* 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 procedures outlined in the *Code of Behaviour on Academic Matters.* If you have any questions 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 U of T or RC resources such as the RC Centre for Professional Skills, the 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 U of T 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 ACORN. For more information visit the [Information Commons Help Desk](#).

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail 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.

## 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. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording 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 any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

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# Weekly Schedule *(EXAMPLE)*

| Session | Theme | Topic and Deliverables | Readings: |
|---|---|---|---|
| 1 | **INTRO**<br><br>Course Overview<br><br>Introduction to Business Design and Design<br><br>Methods for Business Innovation | • Innovation Process<br>• Business Design Process and Roles<br>• Practice: Business Innovation at your Desk | |
| 2 | **START**<br><br>Introduction to the Innovation Intent<br><br>Team Forming<br><br>**Industry-sponsor Challenge Brief** | **Due: Reflection 1**<br>• Innovation Intent in Business<br><br>• Team Forming – Grouped Challenge Brief Areas<br><br>Practice: Create the Design Research Plan | |
| 3 | **Business Design Brief Presentation** | **Due: Business Design Brief**<br>• Desk and Field Research Methods | |
| 4 | **FIND**<br><br>Design Research Techniques<br><br>Observational Research and Netnography<br><br>*Fieldwork: Observational Research Activities* | Need Finding Framework<br><br>Field Research and Data Collection<br><br>Data Worksheet | |
| 5 | **FIND**<br><br>Need/Problem Finding (Sensing)<br><br>*Fieldwork: Interview Activities* | • Field research: primary and secondary<br>• Data collection and analysis | |
| 6 | **FRAME**<br><br>Problem Framing (Sensemaking)<br><br>*Data analysis* | **Due: Data Collection Worksheet**<br><br>• Data sorting, sifting and ranking<br>• From Findings to Insights + How Might We | |
| 7 | **FRAME**<br><br>Problem Framing (Sensemaking) | • Insight Statement<br>• Persona Development | |

| | | | |
|---|---|---|---|
| | Needs alignment – user and business Personas | 2 | |
| 8 | **FRAME**<br><br>Problem Framing (Sensemaking)<br><br>*How Might We Question + Ideation* | • HMW Question<br>• Practice: Ideation | |
| 10 | **SOLVE**<br><br>Problem Solving<br>(Changemaking) *Prototyping and Testing* | • Rapid Prototyping and Testing<br>• Practice: Prototypes | |
| 11 | **SOLVE**<br><br>Problem Solving<br>(Changemaking) *Storytelling* | • Storytelling techniques<br>• Practice: Metaphors and Analogies<br><br>**Due: Business Design Project**<br>• Group Presentation | |
| 12 | **Final Presentations** | | |

**Please note that the last day you can drop this course without academic penalty is November 4, 2024.**

## Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)
- [Where to find teaching assistant opportunities](#)

## URL links for print

- ACORN: http://www.acorn.utoronto.ca/
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: http://studentlife.utoronto.ca/as
- University's Plagiarism Detection Tool FAQ: https://uoft.me/pdt-faq
- The University of Toronto's Code of Behaviour on Academic Matters: http://www.governingcouncil.utoronto.ca/policies/behaveac.htm
- Information Commons Help Desk: http://help.ic.utoronto.ca/category/3/utmail.html
- Become a volunteer note taker: https://studentlife.utoronto.ca/program/volunteer-note-taking/
- Accessibility Services Note Taking Support: https://studentlife.utoronto.ca/service/note-taking-support/
- Credit / No-Credit in RSM courses: https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/
- Rotman Commerce Academic Support: https://rotmancommerce.utoronto.ca/current-students/academic-support/
- Book an appointment with a writing or presentation coach: http://uoft.me/writingcentres
- Writing and Presentation Coaching academic support page: https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/
- Centre for Professional Skills Teamwork Resources page: https://rotmancommerce.utoronto.ca/teamwork-resources
- Book an appointment with a Teamwork Mentor: http://uoft.me/writingcentres