



A SYSTEMATIC REVIEW ON DESIGN THINKING IN A WAY OF BUSINESS EDUCATION

Dr. Md. Shamim Hossain¹ Sabrin Nahar² Dr. Sofri B Yahya³

¹ Associate Professor of Management Studies in the University of Rajshahi, Bangladesh

² Sabrin Nahar is Public Relation Manager of Space and Environment Research Center, Bangladesh

³ Sofri B Yahya is former Dean and Professor of Accounting and Strategy of Graduate School of Business in Universiti Sains Malaysia

Received: 30.10.2021; Received in revised form: 15.11.2021; Accepted: 15.12.2021; Available online: 25.12.2021 ©2021 The Author(s). **Published by Sankalp Publishing-A Unit of SEDF**

Abstract: This paper intellects on a methodical review of 104 fragments of educational research, plan, expert literature and books linked to design rational and how it smears in the gainful education. This learning suggestions a methodical, entire and rational plan in registering out and effect a thoughtful assessment that design rational makes a way of business instruction chiefly in the universal education skills in 21st century. In spite of the volume hypothetical literature in this part few experiential studies obtainable in the period of 2005-2018 providing results and talking review purposes. There was a practical weight of research suggestion to provision the rank of design lucid as applied in teaching.

Key word: Design Thinking, Business Education, Systematic Review

Introduction

Universal development balanced is significant propensities that spread marketplaces and specialized. Since 60s the imprint of initiative considerate has been about (Simon, 1967, Connell & Tenkasi 2015), and Design Rational book by Peter Rowe in 1987 remained conceived. Recently, it grows a catchword for variety of productions. A quantity of drawbacks and probabilities come inescapably to project

considerate. Also, project considerate is a methodology originated on humanoid- located that practices influence, co-design, co-creation and difficult resolving approaches natural to manage with popular needs through possible and practical feasible of ability (Brown and Wyatt, 2010, Penny, Andrews, & Pukki, 2016). Project lucid is spreading or strongminded hooked on numerous profitable events and it obtain by the universal trades (Dorst, 2011). However, project considerate is practical at many capacities to upkeep commercial building. Therefore, strategy balanced can kind a roadmap for commercial teaching. Profitable teaching is a period that used to teach scholars the significant fixes of profitable. This paper stresses on profitable education and measures how strategy rational strength be joint into profitable education agendas. We first measure the impression of project considerate and in what way it grows the vital share of commercial businesses in the last two eras. We briefly evaluation the test that the profitable teaching expression today by revolving our lens and proposal an initial street map for profitable educational governments. Finally, we suggest the unique roadmap for profitable education which struggles for novel technique into their prospectuses.

METHODOLOGY

Systematic evaluation was our research technique for developing dependable suggestion dishonorable for orientations to commercial university, educators and project intellects. Systematic evaluation has been different as: “a mechanical process lined through a usual of strong and problematic orders worried with to illustrative inclusiveness, defense from preconception, and photograph and accountability of method and performance” (Dixon-Woods, 2011). The condemnation of this technique is to revenue reductionist belvedere on study suggestion, perhaps leading to imperfect responses (MacLure, 2005). In our review utmost of the education used qualitative evidence so the systematic measures for calculating heaviness of suggestion did not disproportionately boundary our responses.

The next enquiries were determined from the assessment originated on the four substances of project lucid.

1. What symbol in the works is nearby for categorizing the essential of ‘project thinking’ and his appeal?
2. What symbol in the works is there for scheme articulate as a confidence and scheme balanced as a procedure?

3. What symbol in the works is there for the examination or disaster that confronted in today's lucrative learning?
4. What symbol in the works is there for classifying the essential of 'project thinking' and its petition in profitable teaching?

To protection the methodical appraisal procedure, we putative out the following steps (EPPI-Centre 2007) and established diagrammatically in fig 1:

1. Scoping the appraisal: specifying educations for developing clear values that would be included in the appraisal process (Table 1).
2. Penetrating for educations: We classify relevant movements in careful kinds of works (Table 2) by income of an voting set of hunt term clear with project articulate. 200 educations are generate by revenue of this methods and genuine choices that are registered on a network whole in irrationality of diversity standards.
3. Screening studies: broadcast each piece of the entire object in irrationality of the whole standards. The concealed prejudice can be evaded by this and the overhead investigation investigations answer help to comprehend clear reliable rubrics about education share. Each education events in irrationality of the similar standards and records the consequences; implication was whole on the basis of valuation. Underneath the four investigation investigations we valuation all the responses and re-distribute the entire object.

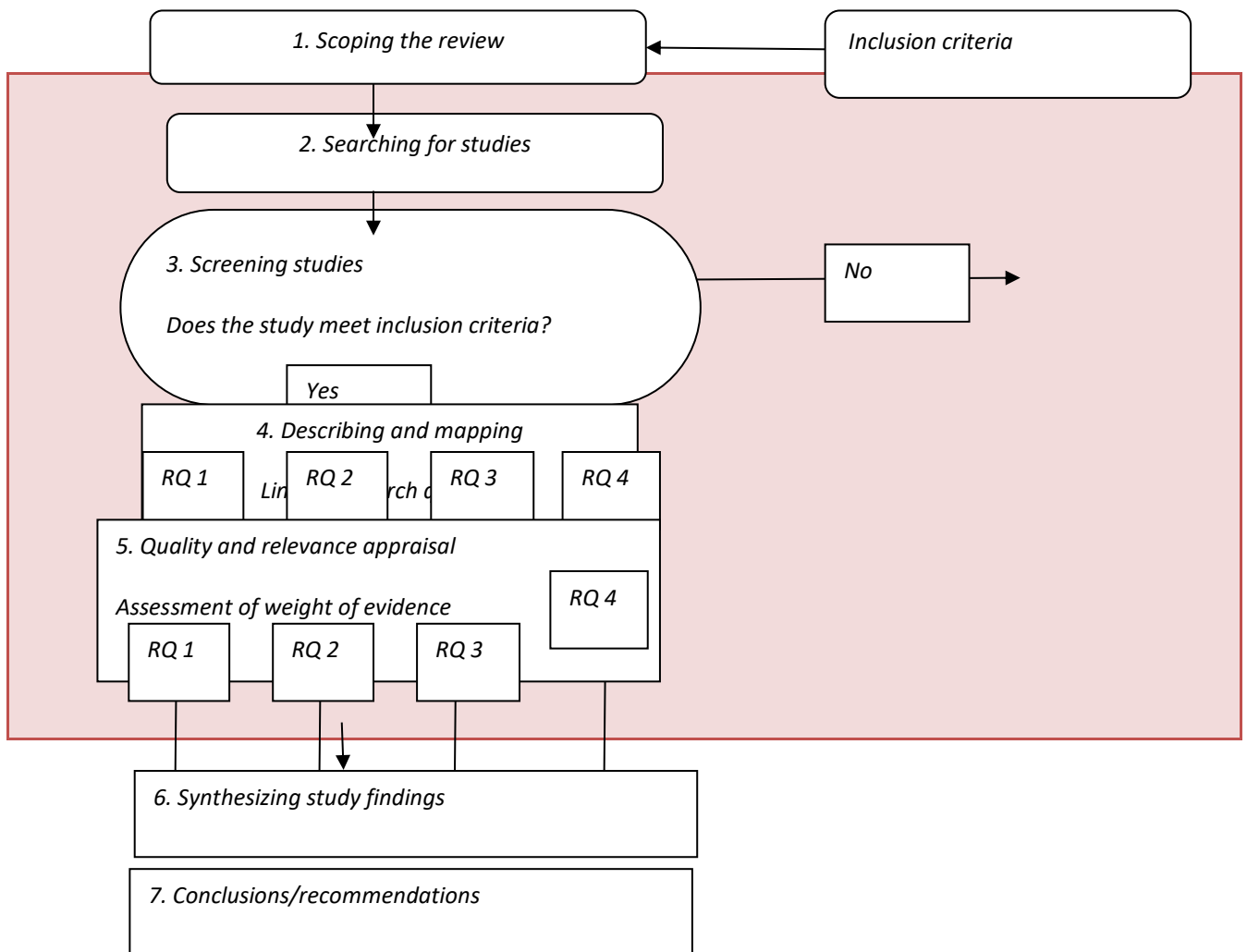


Figure 1: Methodical Review Procedure by Flow Chart illustrating

Table 1: The review inclusion measures

Criterion type	Inclusion measures
Topic	Literature must communicate with the investigation queries (design rational, business education, roadmap, and application).

Regency	Works should have been available between 2005 to 2018
Age-range	Literature necessity relate to college and university students. (15-25)
Geographical spread	Literature should be connected industrialized and emerging republics that are similar education arrangement.
Research base	Empirical research (either qualitative or quantitative) founded literature review must be measured.
Transparency	The research methodology necessity be explicit such as – analysis, instruments, and sample size).
Reliability/ validity	The valid and dependable literature necessity be nominated.

4. Telling and charting: For congruently comprised study, we planned the exercise and significances counting variables such as training design, population stress and chief features that formed on research question (Harden & Thomas, 2005). For each query review literature by triangulation. For congruently enquiry eighteen studies verbal for sovereign study.
5. Quality and relevance appraisal: In the evocative map we assess each study in terms of :
 - The study fineness is depending on judging the result uprightness within the specific research design's supposed standard in the exercise (methodological quality).
 - The study design appropriateness by speaking exact research enquiries (methodological relevance).

Table 2 Literature type and sources

Type of literature	How sourced
Journal articles	Online catalogue searching Design Thoughtful, Design School. Key journal articles skimming gratified based on specific area such as Design Thinking, Creative Learning and problematic resolving Methods, Business Education.
Arts-based grey literature	Research intelligences from Design Rational
Books on the theme of design thinking	Design rational and connected title books chapters comprised.

World Wide Web	Counting Google Scholar, Google, ERIC, Wikipedia and other non-academic places.
<p>Agreed search terms:</p> <p>Design thinking</p> <p>Design thinker and Teacher, children, student, pupil, research, education, business education, creative solution, challenges, application, roadmap and.... for design thinking</p> <p>Design thinking and teaching, teacher, learning, learner, challenging, creative, problem solving, curriculum, skills, attributes, conditions, school, behavior, education, children, ability, value(s), primary, secondary, professional, assessment, enquiry.</p> <p>Creative thinking</p> <p>Creativity and teacher, teaching, approaches, business education, learning</p>	

Table 3 Criteria for judging 'weight of evidence'

Level/criterion	Methodological Quality	Methodological relevance	Topic relevance
1. Excellent	Excellent research design is mitigating if all choices are taken such as tools, sample, and analysis. Validity and reliability is exploited if there are clear suggestion.	Research questions are clean and exact. Methodology is extremely connected to RQs and thorough answer.	The study and review question are carefully aligned and delivers strong evidence about future actions and rules.
2. Good	Research design is strong with confirmation of functional choices that delivers valid and dependable answers.	Explicit investigation questions and answers speech RQs.	Key appraisal questions and valuable indication are approximately in line in the study.
3. Satisfactory	Implicit research design but with yield valuable data and appears levelheadedly.	Implicit RQs but approximately matched appear by	At least one key appraisal query are

		research design and findings.	pertinent with the study answers.
4.Inadequate	Research design not stated and contains flaws.	Not stated or not coordinated RQs by design.	key query do not discourse.

- The research appropriately emphasizes for answering learning question (relevant with topic).
 - General Weight of Indication (WoE) presiding originated on the estimates complete for each of the above values.
6. Synthesizing study findings: Section Empirical Synthesis method we rummage-sale to conveyance calm the penalties and charting workout to bring a nearby combination of result from separate teachings in structured summaries. The summarization of methodology, answers and weight of sign of the research that registering workout under thematic titles as short-lived of story units the key mails and their comparative sign headquarters. Strong sign of educations are putative with high WoE each and protected answers. Few educations are ‘sensible evidence’ for lower WoE.
 7. Conclusions/recommendations: We climax a set of orientation that prudently linked to the answers of mixture to make see-through substance.

FINDINGS

The following account is summarizing the answers of research queries.

What sign in the whole object is there for classifying the core of ‘design thinking’ and its request in profitable teaching?

Design lucid labelled as a process of human located, participative, creative, and exploratory and difficult deciding that values unlike viewpoints of difficult (Brown, 2008, 2012; Dunne & Martin, 2006; Melles & Mistic, 2011). Design lucid has been clear as a process of ‘creative strategies which makers utilize through the procedure of designing’ ((Dorst & Cross 2001, Visser, 2006, Prananto, 2015, Fabri et. al, 2016). A project originated work current about ‘wicked’ glitches (Rittel and Webber, 1973, Martin 2006, Clarke & Bell 2018). It has anew been intentional as ‘a procedure of inspection and original strategies’

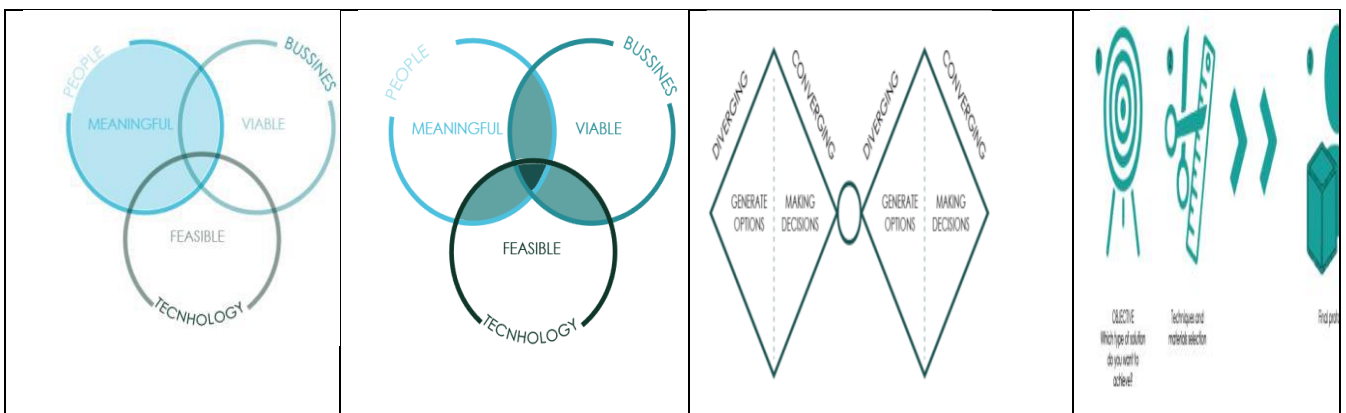
in all design shares and has been documented as a new stadium in other developing design attains (Dorst, 2012, Brown, 2009).

Design philosophy’s basis drew from the energy of design methods in 1960s that shifts from a technical logical approach of ‘what is’, to a more unique examination of ‘what ought to be’ (Simon, 1969, Boland and Collopy 2004). Version to Tim Brown and David Kelley from IDEO (Brown, 2008, 2009) and Roger Martin from the Rotman School of Business (Dunne & Martin, 2006; Martin, 2009, 2011) design lucid is a user-centered technique to innovation that rouse people boldness and employed way (Brown and Wyatt, 2010, Fabri et. al , 2016). These writers are joint this idea of “empathy”, “rationality” and “creativity” for decision-making problem deciding (Lawson & Dorst 2009, Connell & Tenkasi 2015).

The previous research suggest that design lucid is suitable for multi-layered malfunctions that arose with worrying, penetrating and rapid change of time (Buchanan, 1992; Lockwood, 2009) and categorize as a methodical project procedure that transports ground-breaking resolution in social materials and profitable (Martin, 2009; Verganti, 2009). In the location of commercial and group, design rational differentiates as a expedient that solves innovation, adds value and make financial interests (Crilly 2015, Docherty & MacBryde, 2015; HM Treasury, 2005; OECD, 2013). In public amenities it reproduces as a tool of communal alteration (Bason, 2010; Boyer et al, 2011; Design Commission, 2013; Hallsworth & Rutter, 2013).

Ester Val, Itsaso Gonzalez, Ion Iriarte, Amaia Beitia, Ganix Lasa & Maite Elkoro (2017) if

a swift of design rational standards that designated humanoid placed, adding oriented, double regular founded and example inclined.



<p>Human Centered According to Don Norman (1988), design procedures start with a good sympathetic of people and the requirements that the design is envisioned to meet. Human Placed implies, therefore, a design and organization framework that develops answers to problems by connecting the human viewpoint, human dignity (Van & Dorst 2017) and humanoid rights in all ladders of the problem-solving procedure (Val et. al., 2017).</p>	<p>Integration Concerned with Usually, Design Rational relies on volume of the designer to reflect concurrently (a) human wants and new dreams of alive well, (b) obtainable material and practical capitals, and (c) the obliges and chances of a project or commercial. The addition of these three issues needs the fashionable to be logical and emphatic, rational and emotional, methodical and intuitive, concerned with by plans and restraints, but impulsive (Pombo & Tschimmel, 2005).</p>	<p>Double Diamond Based Divergent rational is the aptitude to offer dissimilar, sole or variant thoughts supporter to one theme while convergent rational is the aptitude to find the "correct" answer to the assumed problem (Dorst 2011). Design rational inspires different rational to ideate numerous solutions (possible or impossible) and then usages convergent rational to classify and understand the best resolve (Gonçalves, et al 2014). The Double Diamond model, industrialized by the Design Council in 2005, is a humble drawing stress the different and convergent stages typical of the design procedure (Tschimmel, 2012).</p>	<p>Prototype Oriented Prototype Orientation is considered by doing, trying, failing, iterating and continually moving forward. The Prototype Concerned with mindset relies on provoking and getting feedback in ways that help solve project glitches (Val et. al., 2017).</p>
---	---	--	--

Figure 2: An overview of Design Thinking principles (Val et. al., 2017)

CONCLUSIONS AND RECOMMENDATIONS

The principal dream for business teaching should be that project thoughtful is more than a arrangement or set of growths joint in the brochure. It should hold a attitude that pervades all constructions of business education, rather than influence it as a fast-track finished credit instructions. In this setting, schools that

want to mix design intelligent into their revealing influence should acquaint it as a entire, including specific divisions, brochures, studios, repetition courses, industrial effects, speakers, and clubs. An official building to initiate the functioning of the boldness should be made obtainable, with a long-term possible of the collection, as the ovaries of such a significant alteration will not be calm in the short term. Physical and spiritual substructure should be so considerate and expected. The guesswork into design considerate should be levelheadedly deliberate, planned, and checked to gain the utmost results and optimistic result on alumnae.

REFERENCE

Amelia Cahyadi Adi Prananto , (2015),"Reflecting design thinking: a case study of the process of designing dashboards", Journal of Systems and Information Technology, Vol. 17 Iss 3 pp. 286 – 306 available at: <http://dx.doi.org/10.1108/JSIT-03-2015-0018>

Andrews, J., & Higson, H. (2008). Graduate employability, 'soft skills' versus 'hard' business knowledge: A European study. Higher education in Europe, 33(4), 411-422. Armstrong, J. S. (1977). Designing and using experiential exercises. Experiential Learning in Marketing Education, (11), 8-17.

Bason, C. (2010). Leading Public Sector Innovation: Co-creating for a better society. Bristol: The Policy Press.

Boland, R. J., & Collopy, F. (2004). Managing as designing. Stanford, CA: Stanford University Press

Boland, R. J., & Collopy, F. (2004). Managing as designing. Stanford, CA: Stanford University Press.

Bowen, S., Durrant, A., Nissen, B., Bowers, J., & Wright, P. (2016). The value of designers' creative practice within complex collaborations. Design Studies, 46, 174-198.

Boyer, B., Cook, J. W. and Steinberg, M. (2011). In Studio: Recipes for Systemic Change. Helsinki: Sitra.

Brown, T. (2008). Design thinking. Harvard Business Review, 86(6), 84.

Brown, T. (2009). Change by design: How design thinking transforms organizations and inspires innovation. New York, NY: Harper Collins.

Brown, T. and Wyatt, J. (2010), "Design thinking for social innovation", Stanford Social Innovation Review, Vol. 8 No. 1, pp. 29-35.

Brown, T., & Wyatt, J. (2010). Design thinking for social innovation. Stanford Social Innovation Review, (Winter), 31_35.

Bruton, A. (2010). Teaching and Learning for the 21st Century. In International Council for Small Business: International Conference. Cincinnati, Ohio: ICSB.

Buchanan, R. (1992). Wicked problems in design thinking. Design Issues, 8(2), 5-21.

Buxton, B. (2007). Sketching user experiences: Getting the design right and the right design. San Francisco, CA: Morgan Kaufmann.

Carroll, M. (2014). Learning from What Doesn't Work: The Power of Embracing a

Cash, P. J., Hartlev, C. G., & Durazo, C. B. (2017). Behavioural design: A process for integrating behaviour change and design. Design Studies, 48, 96-128.

Cash, P., & Kreye, M. (2018). Exploring uncertainty perception as a driver of design activity. Design Studies, 54, 50-79.

Ceschin, F., & Gaziulusoy, I. (2016). Evolution of design for sustainability: From product design to design for system innovations and transitions. Design Studies, 47, 118-163.

Ceschin, F., & Gaziulusoy, I. (2016). Evolution of design for sustainability: From product design to design for system innovations and transitions. Design Studies, 47, 118-163.

Chan, J. K. (2018). Design ethics: Reflecting on the ethical dimensions of technology, sustainability, and responsibility in the Anthropocene. Design Studies, 54, 184-200.

Churchman, C. W. (1971). Design of inquiring systems: basic concepts of systems and organization

Crilly, N. (2015). Fixation and creativity in concept development: The attitudes and practices of expert designers. Design Studies, 38, 54-91.

Crilly, N., & Cardoso, C. (2017). Where next for research on fixation, inspiration and creativity in design?. Design Studies, 50, 1-38.

Csikszentmihalyi, M. (1996). *Creativity*. New York, NY: HarperCollins

Dan-Ling Zheng, (2018) "Design thinking is ambidextrous", *Management Decision*, <https://doi.org/10.1108/MD-04-2017-0295>

Datar, S. M., Garvin, D. A., & Cullen, P. G. (2011). Rethinking the MBA: Business education at a crossroads. *Journal of Management Development*, 30(5), 451-462.

Datar, S. M., Garvin, D. A., & Cullen, P. G. (2011). Rethinking the MBA: Business education at a crossroads. *Journal of Management Development*, 30(5), 451-462.

Davis, J. R. (1995). *Interdisciplinary courses and team teaching: New arrangements for learning*. Phoenix: American Council and Oryx Press

Design Council (2005). Available at: http://webarchive.nationalarchives.gov.uk/20080821115409/http://www.designcouncil.org.uk/Documents/About%20design/Eleven%20Lessons/PDF%20Eleven%20Lessons_complete_study.pdf [accessed 26 March 2015]

Dewey, J. (1997). *How we think: A restatement of the relation of reflective thinking to the educative process*. Boston, MA: Houghton Mifflin.

Dixon-Woods, M. (2011). Systematic reviews and qualitative methods. In D. Silverman (Ed.), *Qualitative research*. London: Sage.

Docherty, C. and MacBryde, J. (2015) 'Insights from Scotland's first design-led programme for SMEs to enhance economic competitiveness and design leadership'. *Design for Business: Research Conference Book*, Melbourne, Australia, Vol 3.

Dorst, K. (2006). Design problems and design paradoxes. *Design Issues*, 22(3), 4e17.

Dorst, K. (2011). The core of 'design thinking' and its application. *Design studies*, 32(6), 521-532.

Dorst, K. (2012). *Frame Innovation: Create New Thinking by Design*. Cambridge, MA: MIT Press.

Dorst, K., & Cross, N. (2001). Creativity in the design process: co-evolution of problem-solution. *Design studies*, 22(5), 425-437.

Ducoffe, S. J. S., Tromley, C. L., & Tucker, M. (2006). Interdisciplinary, team-taught, undergraduate business courses: The impact of integration. *Journal of Management Education*, 30(2), 276-294. Engineering Sciences and Design. (n.d.). Retrieved from December 1, 2016, from http://www.titech.ac.jp/english/education/graduate_majors/esd/

Dunne, D. and Martin, R. (2006). 'Design thinking and how it will change management education: An interview and discussion'. *Academy of Management Learning & Education*, 5(4), 512–523.

Eames, C. (2001). What is design? An interview with Charles Eames. *ARQ*, December, No. 49, p. 11, Pontificia Universidad Catolica de Chile, Santiago, Chile.

Elkoro (2017) A Design Thinking approach to introduce entrepreneurship education in European school curricula, *The Design Journal*, 20:sup1, S754-S766, DOI: 10.1080/14606925.2017.1353022 available at: <https://doi.org/10.1080/14606925.2017.1353022>

Floyd, C. J., & Gordon, M. E. (1998). What skills are most important? A comparison of employer, student, and staff perceptions. *Journal of Marketing Education*, 20(2), 103-109.

Glen, R., Suciu, C., & Baughn, C. (2014). The need for design thinking in business schools. *Academy of Management Learning & Education*, 13(4), 653-667.

Goldman, S., Kabayadondo, Z., Royalty, A., Carroll, M. P., & Roth, B. (2014). Student Teams in Search of Design Thinking. (C. Meinel, H. Plattner, & L. Leiffer, Eds.), *Design Thinking Research: Building Innovation Eco-Systems*. Switzerland: Springer International Publishing. <http://doi.org/10.1007/978-3-319-01303-9>

Gonçalves, M., Cardoso, C., & Badke-Schaub, P. (2014). What inspires designers? Preferences on inspirational approaches during idea generation. *Design studies*, 35(1), 29-53.

Hallsworth, M. and Rutter, J. (2013). *Making Policy Better: Improving Whitehall's Core Business*. London: Institute for Government.

Harden, A., & Thomas, J. (2005). Methodological issues in combining diverse study types in systematic reviews. *International Journal of Social Research Methods*, 8, 257–271. Ester Val, Itsaso Gonzalez, Ion Iriarte, Amaia Beitia, Ganix Lasa & Maite

Hatchuel, A. (2002). Towards design theory and expandable rationality: The unfinished program of Herbert Simon. *Journal of Management and Governance*, 5, 3_4.

HM Treasury (2005). *Britain Meeting The Global Challenge: Enterprise Fairness and Responsibility*. London: The Stationery Office

<http://www.tandfonline.com/10.3109/13561820.2015.1122582>. access to 30 March 2018

Johnson; David Klocko; Mary Knab; Kathryn Parker; Scott Reeves; Brenda Zierler(2016), A Design Thinking Approach to Evaluating Interprofessional Education, *Journal of Interprofessional Care* available at: available online:

Kees Dorst (2011) The core of ‘design thinking’ and its application, *Design Studies* 32 (2011) 521e532 doi:10.1016/j.destud.2011.07.006

Kelley, T., & Kelley, D. (2013). *Creative confidence: Unleashing the creative potential within us all*. New York: Crown Business.

Kirschner, P. A., Sweller, J., & Clark, R. E. (2006). Why minimal guidance during instruction does not work: An analysis of the failure of constructivist, discovery, problem-based, experiential, and inquiry-based teaching. *Educational psychologist*, 41(2), 75-86.

Kolb, D. A., Boyatzis, R. E., & Mainemelis, C. (2001). *Experiential learning theory: Previous research and new directions*. *Perspectives on thinking, learning, and cognitive styles*, 1, 227-247.

Lamb, C. W., Shipp, S. H., & Moncrief, W. C. (1995). Integrating skills and content knowledge in the marketing curriculum. *Journal of Marketing Education*, 17(2), 10-19.

Lawson, B. and Dorst, K. (2009), *Design Expertise*, Elsevier, London.

Leidner, D. E., & Jarvenpaa, S. L. (1995). The use of information technology to enhance management school education: A theoretical view. *MIS quarterly*, 265-291.

Leonard, D., & Rayport, J. F. (1997). Spark innovation through empathic design. *Harvard Business Review*, 75, 102_115.

Liedtka, J. (2004). *Strategy of Design*, Rotman Management, 7_10.

Liedtka, J., & Ogilvie, T. (2011). *Designing for growth: A design thinking tool kit for managers*. New York, NY: Columbia Business School Publishing.

Liedtka, J., & Ogilvie, T. (2011). *Designing for growth: A design thinking tool kit for managers*. New York, NY: Columbia Business School Publishing.

Lockwood, T. (2009). *Design thinking: Integrating innovation, customer experience, and brand value*. New York, NY: Allworth Press.

Lorange, P. (2003). Case study: Global responsibility-business education and business schools-roles in promoting a global perspective. *Corporate Governance: The international journal of business in society*, 3(3), 126-135.

MacLure, M. (2005). 'Clarity bordering on stupidity': where's the quality in systematic review? *Journal of Education Policy*, 20(4), 393–416.

Marc Fabri Penny C.S. Andrews Heta K. Pukki , (2016),"Using design thinking to engage autistic students in participatory design of an online toolkit to help with transition into higher education", *Journal of Assistive Technologies*, Vol. 10 Iss 2 pp.- 114 Available at: <http://dx.doi.org/10.1108/JAT-02-2016-0008>

Martin, R. (2005). *Why decisions need design, Part 1*. *Businessweek*, August 30.

Martin, R. (2009). *The Design of Business: Why design thinking is the next competitive advantage*. Boston, MA: Harvard Business Press.

Melles, G. and Mistic, V. (2011). 'Introducing design thinking to undergraduate students at Swinburn university'. *Japanese Society for the Science of Design*, 18(1) (69) 4–9.

Nelson, H. G., & Stolterman, E. (2003). *The design way: Intentional change in an unpredictable world: Foundations and fundamentals of design competence*. Englewood Cliffs, NJ: Educational Technology

Nelson, H. G., & Stolterman, E. (2003). *The design way: Intentional change in an unpredictable world: Foundations and fundamentals of design competence*. Englewood Cliffs, NJ: Educational Technology.

Nicholson, C. Y., & DeMoss, M. (2009). Teaching ethics and social responsibility: An evaluation of undergraduate business education at the discipline level. *Journal of education for business*, 84(4), 213-218.

Norman, D. (1988). *The Design of Everyday Things*. New York: Basic Books.

Owen, C. (2007). Design thinking: Notes on its nature and use. *Design Research Quarterly*, 2(1), 16_27.

Oxman, R. (2017). Thinking difference: Theories and models of parametric design thinking. *Design Studies*, 52, 4-39.

Peirce, C. S., Weiss, P., & Hartshorne, C. (1931). *Collected papers of Charles Sanders Peirce*. London: Belknap of Harvard U.P. Print

Peter Cahn; Andrew Bzowycyk; Lauren Collins; Alan Dow; Kristen Goodell; Alex

Pombo, F. & Tschimmel, K. (2005). Sapiens and demens in DesignThinking. Perception as Core. In *Proceedings of the 6th International Conference of the European Academy of Design EAD'06*. Bremen: University of the Arts Bremen

Porter, L. W., & McKibbin, L. E. (1988). *Management Education and Development: Drift or Thrust into the 21st Century?*. NJ: McGraw-Hill Book Company

Pradeep Sahay , (2014), "Design thinking in talent acquisition: a practitioner's perspective", *Strategic HR Review*, Vol. 13 Iss 4/5 pp. 170 – 180 Available at: <http://dx.doi.org/10.1108/SHR-04-2014-0027>

Prototyping Mindset. Retrieved from web.stanford.edu/group/redlab/cgi-bin/publications_resources.php

Rachel Ivy Clarke, Steven Bell (2018) "Transitioning from the MLS to the MLD: Integrating Design Thinking and Philosophy into Library and Information Science Education" In *Re-envisioning the MLS: Perspectives on the Future of Library and Information Science Education*. Published online: 27 Mar 2018; 195-214. Available at: <https://doi.org/10.1108/S0065-28302018000044A018>

Rex Lor, (2017), *Design Thinking in Education: A Critical Review of Literature*, Available at <https://www.researchgate.net/publication/324684320>

Rittel, H. and Webber, M. (1973), "Dilemmas in a general theory of planning", Policy Sciences, Vol. 4 No. 2, pp. 155-79.

Rowe, P. (1987). Design thinking. Cambridge, MA: The MIT Press

Scheer, A., & Plattner, H. (2011). Transforming Constructivist Learning into Action: Design

Schoen, A. D. (1983). The reflective practitioner: How professionals think in action. London: Basic Books Inc.

Schoen, D. A. (1987). Educating the reflective practitioner: Toward a new design for teaching and learning in the professions. San Francisco, CA: Wiley

Sebeok, T. (1981). The play of musement. Bloomington, IA: Indiana

Seelig, T. (2012), InGenius: A Crash Course on Creativity, HarperCollins, New York, NY.

Senge, P. (1994). The fifth discipline: The art and practice of the learning organization. New York, NY: Currency/Doubleday

Shannon E. Finn Connell and Ramkrishnan V. Tenkasi (2015) "Operational Practices and Archetypes of Design Thinking" In Research in Organizational Change and Development. Published online: 29 Jun 2015; 195-252. available at: <http://dx.doi.org/10.1108/S0897-301620150000023005>

Shroyer, K., Lovins, T., Turns, J., Cardella, M. E., & Atman, C. J. (2018). Timescales and ideaspaces: An examination of idea generation in design practice. Design Studies, 57, 9-36.

Simon, H. A. (1969). The Sciences of the Artificial. Cambridge, Mass: MIT Press.

Thinking in education. Design and Technology Education: An International Journal,

Töre Yargın, G., Moroşanu Firth, R., & Crilly, N. (2018). User requirements for analogical design support tools: Learning from practitioners of bio-inspired design.

Tschimmel, K. (2012). Design Thinking as an effective Toolkit for Innovation. In Proceedings of the XXIII ISPIM Conference: Action for Innovation: Innovating from Experience . Barcelona. ISBN 978-952-265-243-0. 1 Design Thinking as an effective Toolkit for Innovation

Van der Bijl-Brouwer, M., & Dorst, K. (2017). Advancing the strategic impact of human-centred design. *Design Studies*, 53, 1-23.

Vandenbosch, B., & Gallagher, K. (2004). The role of constraints. In R. J. Boland & F. Collopy (Eds.), *Managing as designing* (pp. 198_207). Stanford, CA: Stanford University Press.

Vasconcelos, L. A., & Crilly, N. (2016). Inspiration and fixation: Questions, methods, findings, and challenges. *Design Studies*, 42, 1-32.

Verganti, R. (2009). *Design-driven Innovation: Changing the rules of competition by radically innovation what things mean*. Boston, MA: Harvard Business Press.

Véronique Bouchard, and Léon del Forno, (2012), "The future of management as design: a thought experiment", *The Learning Organization*, Vol. 19 Iss 4 pp. 324 – 334 available at:<http://dx.doi.org/10.1108/09696471211226680>

Visser, W. (2006). *The Cognitive Artifacts of Designing*. Lawrence Erlbaum Associates.

Wetter-Edman, K., Vink, J., & Blomkvist, J. (2018). Staging aesthetic disruption through design methods for service innovation. *Design Studies*, 55, 5-26.

Yilmaz, S., Daly, S. R., Seifert, C. M., & Gonzalez, R. (2016). Evidence-based design heuristics for idea generation. *Design Studies*, 46, 95-124.