



Full Syllabus

Course Title	Credits
Coping with failure	2
Lecturer	
Dr Lisa Law	
Contact Details	
lisa@drlisalaw.com	
Semester	
Spring	
Short Description	
<p>According to research as many as 90% of start-ups fail within their first five years (Marmer et al, 2011) and on average, entrepreneurs fail 3.8 times before they succeed (Maxwell, 2007). It is no wonder that there is a global entrepreneurial and academic trend to focus on coping with and learning from failure. This course uses case studies and psychological research to gain deeper insight to the process and outcome of business failures. The course will consider failure as a natural inevitability leading to growth and development, as well as the intimate relationship between failure and success.</p> <p>The psychological theories covered in the course will include ideas from: Carol Dweck's work on Growth Mindsets; Brene Brown's work on vulnerability and shame; AEDP's (Accelerated Experiential Dynamic Psychotherapy) teaching of the bearing of uncomfortable emotion; Attribution theory explanations of behaviour; CBT (Cognitive Behavioural Therapy) anxiety management techniques; contemporary models of stress and Buddhist psychotherapy principles of acceptance and mindfulness.</p> <p>The course will combine a mix of didactic teaching of theory and research with experiential exercises and technique development, in order to understand the relationship between failure and success and to develop tools to manage inevitable hurdles. Using theoretical and practical ideas from the psychology of wellbeing, the course will culminate in developing the essential life principles of resilience and grit.</p> <p>Course objectives:</p> <ul style="list-style-type: none"> • To move from fear, avoidance and shame of failure to acceptance, curiosity and a growth mindset. • To move from viewing failure as a signal to give up to a cue to learn, grow and pivot. • To learn to assess, move on and learn from failure. • To understand the relationship between failure and success. • To develop resilience and grit. 	
Final grade components	
Mid Term: 50% - Group presentation Final requirement: 50% - Paper	
Course schedule	
Class no. / Date	Subject and Requirements (assignments, reading materials, tasks, etc.)
1	Understanding failure 1 <ul style="list-style-type: none"> • Statistics and explanations



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	<ul style="list-style-type: none"> • The subjective experience of failure – why we fail, how it feels, what we do • Fear of failure • Reading: • https://www.cbinsights.com/research/startup-failure-post-mortem/ • Andrew J. Martin Dr & Herbert W. Marsh (2003) Fear of failure: Friend or foe?, <i>Australian Psychologist</i>, 38:1, 31-38
2	<p>Understanding failure 2</p> <ul style="list-style-type: none"> • Culture and gender • Reactions to failure • Case examples • Startup failures • Preparation for mid-term • Reading: • Tsai, K., Chang, H. & Peng, C. Refining the linkage between perceived capability and entrepreneurial intention: roles of perceived opportunity, fear of failure, and gender. <i>Int Entrep Manag J</i> 12, 1127–1145 (2016) • https://www.cbinsights.com/research/startup-failure-reasons-top/ • https://www.cbinsights.com/research/startup-failure-post-mortem/ • https://www.cbinsights.com/research/corporate-innovation-product-fails/ • https://failuremuseum.com/ • https://harvardmagazine.com/2008/06/the-fringe-benefits-failure-the-importance-imagination (JK Rowling) • https://www.youtube.com/watch?v=D1R-jKKp3NA (Steve Jobs)
3	<p>The link between failure and success 1</p> <ul style="list-style-type: none"> • The Harvard Project • Failure as a process of development <ul style="list-style-type: none"> ○ The process of success ○ The process of failure • The pervasiveness and necessity of failure in successful entrepreneurship <ul style="list-style-type: none"> • Case examples from business, sport, science, comedy and art • Reading: • Peter M. Madsen, Vinit M. Desai. Failing to Learn? The Effects of Failure and Success on Organizational Learning in the Global Orbital Launch Vehicle Industry. <i>Academy of Management Journal</i>, 2010 • https://bsc.harvard.edu/success-failure-project • https://www.mindsetkit.org/topics/celebrate-mistakes/importance-of-mistakes • https://www.entrepreneur.com/article/295312 (Richard Branson) <ul style="list-style-type: none"> • https://www.youtube.com/watch?v=0uDDEEHdf1Y&list=PLvzOwE5IWqhQaMdia9uIB9OxPPkchIr-6&index=5 (Rube Goldberg)
4	<p>The link between failure and success 2</p> <ul style="list-style-type: none"> • The CV of failures • Failure, risk-taking and creativity • Managing and bearing risk • Failure and likability • Reading: • Haushofer, J. (2016). CV of Failures. <i>Princeton Website</i>.



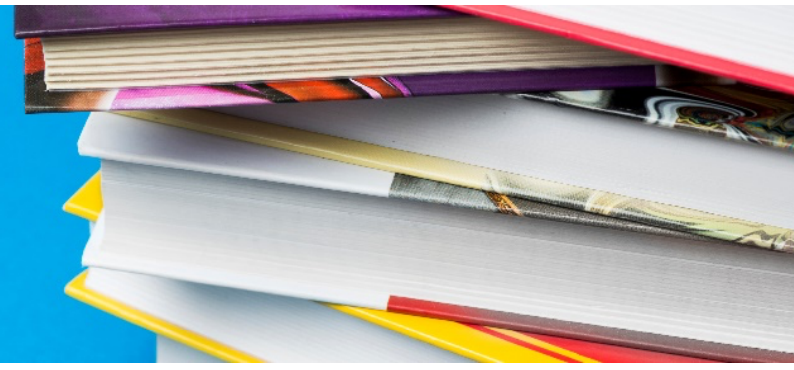
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	<ul style="list-style-type: none"> Fitzgerald, K. (1990). Encouraging risk-taking, sanctioning failures are helping spur creativity. <i>IEEE Spectrum</i>, 27(10), 67-69. https://fuckupnights.com/ http://thefailcon.com/ https://www.inc.com/eric-markowitz/brilliant-failures/why-silicon-valley-loves-failures.html
5	<p>Using and learning from failure 1</p> <ul style="list-style-type: none"> Childhood developmental models Growth Mindset theory Explanations from neuroscience Explanations from education Critique and feedback Reading: <ul style="list-style-type: none"> Dweck, C. (2014). Talent:: How companies can profit from a" growth mindset". <i>Harvard Business Review</i>, 92(11), 7. Dweck, C. (2012). <i>Mindset: Changing the way you think to fulfil your potential</i>. Hachette UK. Dweck, C. (2016). What having a “growth mindset” actually means. <i>Harvard Business Review</i>, 13, 213-226. Dweck, C. (2015). Carol Dweck revisits the growth mindset. <i>Education Week</i>, 35(5), 20-24. https://www.youtube.com/watch?v=2nF90sAW-Yg (Growth Mindset) https://www.youtube.com/watch?v=hiiEeMN7vbQ (Growth Mindset) https://www.mindsetworks.com/science/ https://www.youtube.com/watch?v=hqh1MRWZjms&t=1s (Austin’s butterfly)
6	<p>Using and learning from failure 2</p> <ul style="list-style-type: none"> How entrepreneurs use failure <ul style="list-style-type: none"> The Pivot Persistence Failing fast and failing safely From failure to wisdom https://www.entrepreneur.com/article/304948 https://www.ted.com/talks/jia_jiang_what_i_learned_from_100_days_of_rejection/transcript https://www.ted.com/talks/leticia_gasca_don_t_fail_fast_fail_mindfully/transcript
7	<p>Practicing failure and learning through process Guest Speaker: Daniel Cohen, Founder and CEO of Graduway speaks about bearing and thriving from failure</p>
8	<p>Presentations of case studies demonstrating the relationship between failure and success.</p>
9	<p>Presentations of case studies demonstrating the relationship between failure and success.</p>
10	<p>Tools to cope with failure 1</p> <ul style="list-style-type: none"> Ideas from entrepreneurs The grief model Embracing vulnerability and managing shame (Brene Brown) Reading: <ul style="list-style-type: none"> Kubler-Ross, E. (1969). Grief cycle model. <i>On Death and Dying</i>



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	<ul style="list-style-type: none"> • Brown, B. (2017). <i>Daring Greatly : How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead</i>. Penguin Random House Audio Publishing Group. • Brown, B. (2017). <i>Rising strong</i> (2nd ed.). Random House Trade Paperbacks. • https://www.ted.com/talks/brene_brown_on_vulnerability?language=en • https://www.ted.com/talks/brene_brown_listening_to_shame?language=en
11	<p>Tools to cope with failure 2</p> <ul style="list-style-type: none"> • Neuroplasticity, Emotion and Attachment-focused models <ul style="list-style-type: none"> ○ The normal curve of emotion (AEDP) ○ Compassion-Focused theory • Attribution theory • Anxiety management (CBT) • Schema-Focused theory • Narrative theory • Stress models • Buddhist thinking • Reading: <ul style="list-style-type: none"> • Fosha, D. (2000). <i>The transforming power of affect: A model for accelerated change</i>. Basic Books. • Gilbert, P. (2009). Introducing compassion-focused therapy. <i>Advances in Psychiatric Treatment</i>, 15(3), 199-208. doi:10.1192/apt.bp.107.00526 • Graham, S. (1991). A review of attribution theory in achievement contexts. <i>Educational Psychology Review</i>, 3(1) • Greenberg, D., & Padesky, C. A. (1995). <i>Mind over mood</i>. New York: Guilford • Young, J. E., & Klosko, J. S. (1994). <i>Reinventing Your Life: The Breakthrough Program to End Negative Behavior... and Feel Great Again</i>. Penguin • White, M., White, M. K., Wijaya, M., & Epston, D. (1990). <i>Narrative means to therapeutic ends</i>. WW Norton & Company • Chodron, P., & Godin, S. (2015). <i>Fail, fail again, fail better</i>. [United States]: Sounds True. • Chodron, P. (2016). <i>When things fall apart</i> (1st ed.). Shambhala
12	<p>Resilience and grit</p> <ul style="list-style-type: none"> • Positivity • Delayed gratification • Mindfulness techniques • Wellbeing • Reading: <ul style="list-style-type: none"> • Duckworth, A. L., Peterson, C., Matthews, M. D., & Kelly, D. R. (2007). Grit: Perseverance and passion for long-term goals. <i>Journal of Personality and Social Psychology</i>, 92(6), 1087-1101 • Hochanadel, A., & Finamore, D. (2015). Fixed And Growth Mindset In Education And How Grit Helps Students Persist In The Face Of Adversity. <i>Journal of International Education Research (JIER)</i>, 11(1), 47-50. https://doi.org/10.19030/jier.v11i1.9099 • Engel, Y., Noordijk, S., Spoelder, A., & van Gelderen, M. (2019). Self-Compassion When Coping With Venture Obstacles: Loving-Kindness Meditation and Entrepreneurial Fear of Failure. <i>Entrepreneurship Theory and Practice</i>. https://www.businessinsider.com/coursera-yale-science-of-wellbeing-free-course-review-overview
13	Summary and preparation for the final assignment



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	<ul style="list-style-type: none"> • A personal reflection on the process of failure
This schedule is tentative and may change as the course progresses	
Required course reading	
Optional course reading	
Academic Conduct	
Plagiarism is taken extremely seriously. Any instance of academic misconduct which includes: submitting someone else's work as your own; failure to accurately cite sources; taking words from another source without using quotation marks; submission of work for which you have previously received credit; working in a group for individual assignments; using unauthorized materials in an exam and sharing your work with other students, will result in failure of the assignment and will likely lead to further disciplinary measures.	
Attendance	
Attendance is mandatory. Students are permitted a maximum of three absences without penalty. Any additional absences will affect the final grade and may result in failure of the course.	
Final assignment	
Exam dates and submission deadlines are published on the Liberal Arts website. Courses with a final exam also have a second make-up exam. Students requiring an extension for a final paper must submit an Academic Committee Request Form to the Liberal Arts office in advance of the deadline. Late papers will be subject to a point deduction.*	
Comments	

*See Liberal Arts academic handbook for further details