

Design in Management:

Concepts & Methods of Practice

"It was late in the evening when K. arrived. The village was deep in snow. The Castle hill was hidden, veiled in mist and darkness, nor was there even a glimmer of light to show that a castle was there. On the wooden bridge leading from the main road to the village, K. stood for a long time gazing into the illusory emptiness above him."

Franz Kafka, **The Castle**

"One of the most significant facts of our time is the predominance of the organization. Quite possibly it is the most significant. It will take time to realize its full effects on the thinking and behavior of individuals. In this conditioning process, few escape its influence."

George Nelson, **Problems of Design**

"Every practice rests on theory, even if the practitioners themselves are unaware of it. Entrepreneurship rests on a theory of economy and society. The theory sees change as normal and indeed as healthy. And it sees the major task of society—and especially in the economy—as doing something different rather than doing better what is already being done. This is basically what Say, two hundred years ago, meant when he coined the term *entrepreneur*. It was intended as a manifesto and as a declaration of dissent: the entrepreneur upsets and disorganizes. As Joseph Schumpeter formulated it, his task is 'creative destruction'."

Peter F. Drucker, **Innovation and Entrepreneurship**

"It is characteristic of the age in which we live to think too much in terms of economics, to see things predominantly in their economic aspect; and this is especially true of the American people. There is no more important prerequisite to clear thinking in regards to economics itself than in recognition of its limited place among human interests at large."

Frank H. Knight, **The Economic Organization**

Syllabus

MIDS 420A-100, Fall 2010
T/Th 10:45 AM - 12:00 PM
Design Studio, PBL 06

Richard Buchanan & Fred Collopy

MIDS 420A - 101, Fall 2010
T/Th 1:00 PM - 2:15 PM
Design Studio, PBL 06

Fred Collopy & Richard Buchanan

Case Western Reserve University
Weatherhead School of Management

Design in Management: Concepts & Methods of Practice

Course Description

This is a field-based studio course whose purpose is to explore a new approach to managing organizations. The approach is grounded in the traditional skills of an MBA student but focuses on the concepts and methods of design applied to the management of organizations. Students move from the analytic perspective of traditional MBA programs toward a design perspective and synthetic, creative solutions to problems. The emphasis is on entrepreneurship: the invention of new ideas in any area of organizational life and the development of those ideas into successful innovations that benefit the organization and those served by the organization.

Projects provide students with a field setting in which they explore a wide range of issues in a managerial setting. Working in teams of three to five, students focus on specific issues within a sponsoring organization. They identify design opportunities and then design responses that have practical value to management and organizations. In the course of their work, students learn skills of research, observation, interpretation and invention. They also learn how to visualize and represent complex ideas, manage collaborative work, apply a variety of design concepts and methods to the improvement of products, services, processes and procedures, and make impactful and informative presentations. Projects may focus on any area of management and organizational life, ranging from governing ideas of vision and mission to strategy and planning, operations, business processes and the development of new products and services.

Method & Plan of the Course

This is the first semester of a two-semester sequence. The first semester is divided into two parts, developed in parallel.

Part I. The first part of the course is practical, involving a series of **small projects** that develop specific design skills that are useful and important in management and of particular value in this approach to management. Following these projects, there is a **major design project** that integrates concepts and skills in a practical application to an existing organization or to a potential new enterprise. Typically, there will be a variety of options for the major project. In most cases, the project will involve a sponsor from a for-profit or not-for-profit organization, possibly including a governmental project. The major project is structured into phases, some of which will be completed in this first semester and some of which will be completed by the end of the second semester. Projects will involve creative work and presentations, with a “critiquing” activity as an essential part of review. When appropriate, sponsors may attend presentations and join in the critiquing process. Critiquing is an important aspect of the practice of design. Learning how to critique in a constructive manner is an important skill to acquire.

Part II. The second part of the course is reflective, adding depth and breadth to the project work and expanding the student’s understanding of the context of design in theories of management and organizations. This part of the course will involve extensive readings and discussion. In addition to presenting different approaches to management and organizations, there will also be discussion of ethics, values, and human purposes in organizational life.

Goals of the Course	<p>There are three goals in this course.</p> <ol style="list-style-type: none"> 1. The first goal is to prepare students to practice management through the concepts and methods of design entrepreneurship, seeking creative solutions to issues facing organizations. This means studying the methods and techniques of inventing new ideas and developing them in innovations that benefit the organization and the people served by organizations. 2. The second goal is to explore emergent practices of design and management that are directed toward positive organizational change. It is important to become familiar with new ways of management that are being practiced in organizations and consultancies. 3. The third goal is to broaden management and design theory to include the new concepts and practices of design entrepreneurship and organizational change.
Blackboard Site	<p>We will use a Blackboard site for the posting of assignments, readings, the syllabus, and other documents.</p>
Grading Criteria	<p>Grades will be based on three components.</p> <ul style="list-style-type: none"> • First is the quality of participation in class discussions. • Second is the quality of participation in project work, including team interaction and the critiquing phase of project presentations. • Third is the quality of each project in addressing the problem on which the project is based.
Academic Integrity	<p>The University, School, faculty, and students take the issue of academic integrity seriously. The following statement explains the expectations to which we hold.</p> <p>All students in this course are expected to adhere to university standards of academic integrity. Cheating, plagiarism, and other forms of academic dishonesty will not be tolerated. This includes, but is not limited to: consulting with another person during an exam, turning in written work that was prepared by someone other than you, and making minor modifications to the work of someone else and turning it in as your own. Ignorance will not be permitted as an excuse. If you are not sure whether something you plan to submit would be considered either cheating or plagiarism, it is your responsibility to ask for clarification. When your name appears on a group product for a class, you are responsible for the integrity of the work, even if you did not personally write the offending material.</p> <p>Information on citations and plagiarism can be found on the following web sites: http://library.case.edu/ksl/researchtools/citation/index.html <http://library.case.edu/ksl/researchtools/citation/index.html> and http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml <http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml> . The Weatherhead Academic Integrity policy can be found at http://intranet.weatherhead.case.edu/academics/policies/integrity.cfm.</p>

Readings Readings will be assigned from time to time and distributed in class or placed on the class Blackboard site.

Suggested Readings The following books are recommended for your study during and after the course. Life is long. Learn to read widely.

Matteson, Michael T. & John M. Ivancevich, eds. **Management and Organizational Behavior Classics.**

Shafritz, Jay M. & J. Steven Ott, eds. **Classics of Organization Theory.**

Natemeier, Walter E. & Jay S. Gilberg, eds. **Classics of Organizational Behavior.**

Selected Bibliography

Design, Entrepreneurship, and Innovation

Boland, Richard J. & Fred Collopy, eds. **Managing as Designing.**

Buchanan, Richard & Victor Margolin, eds. **Discovering Design: Explorations in Design Studies.**

Diller, Steve, Nathan Shedroff, & Darrel Rhea. **Making Meaning: How Successful Businesses Deliver Meaningful Customer Experiences.**

Drucker, Peter F. **Innovation and Entrepreneurship.**

Martin, Roger, **The Design of Business: Why Design Thinking is the Next Competitive Advantage.**

Pine, B. Joseph & James H. Gilmore, **The Experience Economy: Work is Theater & Every Business a Stage.**

Schon, Donald A., **The Reflective Practitioner: How Professionals Think in Action.**

Verganti, Roberto, **Design-Driven Innovation: Changing the Rules of Competition by Radically Innovating What Things Mean.**

Management & Organization Theory

Drucker, Peter F. **The Practice of Management.**

_____. **Concept of the Corporation.**

George, Claude S. **The History of Management Thought.** [Excellent brief history]

March, James & Herbert Simon. **Organizations.**

Senge, Peter M., **The Fifth Discipline: The Art and Practice of the Learning Organization.**

Wren, Daniel A. **The History of Management Thought.** [More detailed and sophisticated than Claude S. George's history, but also more academic and theoretic in emphasis, minimizing some practically important figures.]

Economics

Joseph A. Schumpeter, **Capitalism, Socialism, and Democracy.**

Visualization

Buxton, Bill. **Sketching User Experiences: Getting the Design Right and the Right Design.**

Harris, Robert L. **Information Graphics: Visual Tools for Analyzing, Managing, and Communicating: A Comprehensive Illustrated Reference.**

Horn, Robert E. **Visual Language: Global Communication for the 21st Century.**

Hyerle, David. **Visual Tools for Constructing Knowledge.** [Useful overview of tools]

Novak, Joseph D. & D. Bob Gowin. **Learning How to Learn.** [Highly recommended]

General Themes

Whitbeck, Caroline. **Ethics in Engineering Practice and Research.**

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MIDS 420A-100 & 101 Fall 2010
T/Th 10:45 AM - 12:00 PM
T/Th 1:00 PM - 2:15 PM
Design Studio, PBL o6

Richard Buchanan & Fred Collopy

- Tu Aug 24 1. Introduction: Design, Entrepreneurship & Organizational Change
 Assignment 1 Given: Cultural Probe
- Th Aug 26 2. *CULTURAL PROBE PROJECT*
 Assignment 1 Due: Cultural Probe
 Assignment 2 Given: Information Visualization (1): The Arsenal of Venice
- Tu Aug 31 3. Theory of the Organization
 Reading
 Claude S. George, "The Arsenal of Venice"
- Th Sept 2 4. *INFORMATION VISUALIZATION (1)*
 Assignment 2 Due: The Arsenal of Venice
 Assignment 3 Given: Information Visualization (2): The Village of 100 People
- Tu Sept 7 5. The Art of Management
 Reading
 Claude S. George, "Emerging Schools of Thought: A Classification of Managerial Concepts"
- Th Sept 9 6. *INFORMATION VISUALIZATION (2)*
 Assignment 3 Due: The Village of 100 People
 Assignment 4 Given: Task Analysis
- Tu Sept 14 7. Entrepreneurship
 Readings
 Peter Drucker, from **Innovation and Entrepreneurship:**
 "Systematic Entrepreneurship"
 "Principles of Innovation"
 "Entrepreneurial Management"
 "Changing Values and Characteristics"
 "Conclusion: The Entrepreneurial Society"

Th Sept 16	<p>8. <i>OVERVIEW OF THE MAJOR DESIGN PROJECT OF THE COURSE</i></p> <p>Project Identification & Team Selection Overview of Design Process and Practice</p> <p>BEGIN PHASE 1: CONTEXTUAL RESEARCH</p>
Tu Sept 21	<p>9. The Nature of Design</p> <p><u>Readings</u> R. Buchanan, "Wicked Problems in Design Thinking" C. Vogel, "Notes on the Evolution of Design Thinking: A Work in Progress"</p>
Th Sept 23	<p>10. <i>TASK ANALYSIS</i></p> <p>Assignment 4 Due: Task Analysis</p> <p>Assignment 5 Given: Color & Emotional Expression</p>
Tu Sept 28	<p>11. Visualization</p> <p>Assignment 5 Due: Color & Emotional Expression</p>
Th Sept 30	<p>12. <i>DESIGN PROJECT: BACKGROUND STUDY OF ORGANIZATION: PRESENT REPORT</i></p>
Tu Oct 5	<p>13.</p>
Th Oct 7	<p>14.</p>
Tu Oct 12	<p>15. <i>DESIGN PROJECT: IDENTIFY ISSUES WITHIN THE ORGANIZATION</i></p>
Th Oct 14	<p>16.</p>
Tu Oct 19	<p>17. FALL BREAK--NO CLASS</p>
Th Oct 21	<p>18.</p>
Tu Oct 26	<p>19.</p>
Th Oct 28	<p>20.</p>
Tu Nov 2	<p>21.</p>

Th Nov 4 22. *DESIGN PROJECT: PROBLEM IDENTIFICATION*

Tu Nov 9 23.

Th Nov 11 24. *DESIGN PROJECT: PRESENTATION OF THE BRIEF*

BEGIN PHASE 2: EXPLORE THE BRIEF

Tu Nov 16 25.

Assignment 6 Given: User Research: User Profile

Th Nov 18 26.

Tu Nov 23 27.

Th Nov 25 28. THANKSGIVING--NO CLASS

Tu Nov 30 29. What is the Purpose of an Organization?

Readings

Frank H. Knight, "Social Economic Organization and Its Four Primary Functions," from
The Economic Organization

Chester I. Barnard, "The Economy of Incentives," from **Functions of the Executive**

Th Dec 2 30. *DESIGN PROJECT: EXPLORING THE BRIEF: PRESENTATION OF RESULTS: KEY ISSUES, GOAL,
& POTENTIAL FEATURES*

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PROJECT SCHEDULE

1. Cultural Probe

Tu. Aug 24	Assignment Given
Th. Aug 26	Assignment Due

2. Information Visualization (1): The Arsenal of Venice

Th. Aug 26	Assignment Given
Th. Sept 2	Assignment Due

3. Information Visualization (2): The Village of 100 People

Th. Sept 2	Assignment Given
Tu. Sept 9	Assignment Due

4. Task Analysis

Th. Sept 9	Assignment Given
Th. Sept 23	Assignment Due

5. Color & Emotional Expression

Th. Sept 23	Assignment Given
Tu. Sept 28	Assignment Due

6. User Research: User Profile

Th. Sept 23	Assignment Given
Th. Oct 5	Assignment Due

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DESIGN PROJECT SCHEDULE

FALL SEMESTER

Introduction

Th. Sept 16 Overview of the Project
Project Identification & Team Selection
Overview of Process & Practice

Phase 1: Contextual Research

Th. Sept 16 Begin Contextual Research
Background Study of the Organization: Profile & Market Position

Th. Sept 30 Present Report on the Background of the Organization

Th. Oct 12 Present Report on Current Situation & Issues Facing the Organization
that Motivate this Project
Begin work on Problem Identification

Th. Nov. 4 Report on Problem Identification
Begin work on the Design Brief

Th. Nov. 11 Present the Design Brief

Phase 2: Explore the Brief

Th. Nov. 16 Begin Exploration of the Design Brief
Review Issues, problem, goals & objectives
Begin building user profile to probe the brief

Th. Dec. 2 Present Results: Key issues, goal, & potential features

SPRING SEMESTER

Phase 3: Conception: Invention & Judgement

Phase 4: Realization: Development & Evaluation

Phase 5: Delivery