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
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.

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

There are three goals in this course.

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

We will use a Blackboard site for the posting of assignments, readings, the syllabus, and other documents.

Grading Criteria

Grades will be based on three components.

- 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

The University, School, faculty, and students take the issue of academic integrity seriously. The following statement explains the expectations to which we hold.

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.

Information on citations and plagiarism can be found on the following web sites: http://library.case.edu/ksl/researchtools/citation/index.html and 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.
Readings will be assigned from time to time and distributed in class or placed on the class Blackboard site.

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


**Design, Entrepreneurship, and Innovation**

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


Drucker, Peter F. *Innovation and Entrepreneurship.*

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


**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.*


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**


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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Design Studio, PBL 06
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”
8. Overview of the Major Design Project of the Course

- Project Identification & Team Selection
- Overview of Design Process and Practice

**BEGIN PHASE 1: CONTEXTUAL RESEARCH**

9. The Nature of Design

**Readings**
- R. Buchanan, “Wicked Problems in Design Thinking”
- C. Vogel, “Notes on the Evolution of Design Thinking: A Work in Progress”

10. Task Analysis

**Assignment 4 Due: Task Analysis**

**Assignment 5 Given: Color & Emotional Expression**

11. Visualization

**Assignment 5 Due: Color & Emotional Expression**


13.

14.

15. Design Project: Identify Issues within the Organization

16.

17. FALL BREAK--NO CLASS

18.

19.

20.

21.
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
## Design in Management:
### Concepts & Methods of Practice

### 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
Design in Management: Concepts & Methods of Practice

**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**