Design Management and Innovation
Fall 2012

Course Instructors:
Professor Lynda Lawrence (Independent Innovation Consultant)
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Course Reader/Teaching Assistant:
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Design class pictures from previous years!
Course Packet

T1: Required Text for the Course

T1: Tim Brown *Change by Design*

R1 thru R6: Required Readings

R1: T.Salvador - *Design Ethnography*
R2: A.Venkatesh and D. Crockett – *Ethnography/Qualitative Research – A Guidebook*
R3: Tim Brown – *Design Thinking*
R4: E.T.Kazmierczak – *Design Meaning Making*
R5: A. Venkatesh, S. Khanwalkar, L. Salinger & S. Chen - *Designing Nano Car*
R6: TomKelley – *Ten Faces of Innovation- Chapter from the book.*
R7: Jonah Lehrer, *Imagine – Chapters from the book*

V1 thru V5: Videos for the Course

V1: • Pentagram, *The Launch (Fuego BBQ Grill)* (This video for class discussion)
   http://live.merage.uci.edu/merage/faculty/Venkatesh/thelaunchaproductisborn.wmv

   • TED lectures:
   V2: Tim Brown urges Designers to Think Big
   http://www.ted.com/talks/tim_brown_urges_designers_to_think_big.html
   V3: Tim Brown on Creativity and Play:
   http://www.ted.com/talks/tim_brown_on_creativity_and_play.html
   V4: Tom Wujac, Marshmallow Challenge
   http://www.ted.com/talks/tom_wujec_build_a_tower.html
   • Time Influences Our Lives

Additional Readings (Recommended)
http://www.crito.uci.edu/noah/designmerage.htm
Design Management & Innovation Course – An Overview

Today, innovative thinking is a prerequisite for every management position in every organization. It is the single most valuable skill noted by CEOs of Fortune 500 companies—yet it is unlikely you will encounter it in any traditional course.

In Design Management & Innovation, you will learn design thinking, a way of approaching any problem from a variety of perspectives that will lead to an abundance of good solutions. Design thinking is not a talent reserved for creative types, but a skill that can be learned and used every day for the rest of your life. It is not confined to design professionals or to people who manage them. It is an entirely different way of seeing the world.

“Thinking is hard work, which is why you don’t see a lot of people doing it.”
-- Sue Grafton

This course is designed to be participatory. You must arrive with an open mind and a willingness to explore and even to fail. You will work with a team of people you may not know, and you must commit to working with this team outside class hours. You are expected to read and watch all assignments, attend all classes, and complete your assignments on time.

The course will include two professional workshops, guest speakers, hands-on projects, quick physical exercises and a final project. We expect you to bring your own skills and resources to class, and there will be time in almost every session for you to share new information that may be relevant to our class.

In a rapidly changing world, it is less important to tell you about the past (though we will share our insights gained over the years) than it is to prepare you for the future. So rather than teaching you what to think, we’ll focus on helping you learn how to think for yourself. We’ll be sharing the latest findings from cognitive neuroscience, cultural anthropology, ethnography, and organizational development as they affect creation and implementation of new ideas. You’ll have hands-on experience in discovering an opportunity, generating ideas, researching possibilities, rapid prototyping, distinguishing good ideas from bad ones, presenting, packaging and selling your own project. Along the way, you’ll learn about the barriers to change and what you can do to overcome them. Most important, you’ll learn how to solve problems in ways you’ve never contemplated, with skills that your peers are unlikely to possess.

No laptops, PDAs or cell phones may be used during class. You will be required to bring a small notebook or sketchbook to every session, and you will be asked to journal every day and share insights with the class.
**Instructors**

**Lynda Lawrence** is Chief Idea Officer of Ideaworks, a consulting firm that specializes in innovation, branding and strategic planning. She is the former founding partner of one of Orange County's top ten ad agencies, where she worked with Apple, Business Week, California Department of Health Services, California Pizza Kitchen, Edwards Lifesciences, Fatburger, The Irvine Company, Pacificare, and Taco Bell, among many others, and where she earned more than 500 awards for innovation and creativity. She teaches Innovation at the Paul Merage School of Business at UCI, and in the UCI Beall Center for Innovation and Entrepreneurship, and she taught creativity at CSU Fullerton for five years. She serves on the executive Boards of Directors for the Second Harvest Food Bank and the UCI Center for Citizen Peacebuilding. She has a Masters in Organizational Development from Pepperdine University's Graziadio School of Business, is a graduate of the executive program in Innovation and Organizational Change from Harvard's JFK School of Government, and has a B.S. in Journalism from the University of Colorado.

**Alladi Venkatesh** is on the marketing faculty at the Paul Merage School of Business. He is also the Associate Director at the Center for Research on Information Technology (CRITO). His research, which is funded by the National Science Foundation, focuses on new media and technology diffusion among consumers, households and communities. He has a patent pending on a home interface design. In addition to his research in the US, he has done extensive work in Sweden and India. At the business school, Professor Venkatesh teaches different courses including, Design Management and Innovation, Marketing on the Internet, and Social Media. Professor Venkatesh has given invited presentations to industry audiences at Microsoft, Intel, Nokia, Ericsson, Electrolux (Sweden) and Philips (Netherlands), Samsung (Korea). He has directed several MBA student projects sponsored by Microsoft.
Please expect some minor changes in the syllabus to reflect student interests and class needs.

<table>
<thead>
<tr>
<th>Week/Date</th>
<th>Topics</th>
<th>Readings</th>
<th>Assignment</th>
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</thead>
<tbody>
<tr>
<td>Session 1</td>
<td>Course Introduction</td>
<td>T1: 1-38</td>
<td>V2: Watch TED video, Tim Brown, Think Big (16:50)</td>
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<td>Oct 4 2012</td>
<td>Seeing Things Differently Video</td>
<td>R6</td>
<td>J1: Bring Journal to First Session</td>
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<td></td>
<td>Form Groups for Project Class Activity</td>
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<td>V1: Watch Fuego BBQ and prepare to discuss Session 2: Prepare Assignment 1, due in Session 2</td>
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<tr>
<td>Session 2</td>
<td>V1: BBQ Video and Journal Discussions</td>
<td>R7 : Chs 1 &amp; 2</td>
<td>Meet with team, Determine possible design problems</td>
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<td>Oct 11, 2012</td>
<td>Design Critique Discussion</td>
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<td>V3: Watch TED video Creativity and play (27:54)</td>
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<td>Guest Speaker, Robyn Taylor</td>
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<td>Design exercise</td>
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<td>Session 3</td>
<td>Creativity Workshop Part 1 of 2</td>
<td>T1 : 39-86</td>
<td>Bring all workshop materials to Session 4</td>
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<td>Oct 18, 2012</td>
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<td>R7 : Chs 4 &amp; 5, R3</td>
<td>Watch Marshmallow Challenge</td>
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<td>Session 4</td>
<td>Creativity Workshop 2 of 2</td>
<td>T1 &amp; R7, R3</td>
<td>Get Stone Soup &amp; other input for Project</td>
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<td>Oct 25, 2012</td>
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<td>Session 5</td>
<td>Creativity Workshop Debriefing</td>
<td>R1, R2 &amp; R5</td>
<td>Prepare Assignment 2, Design Boards for Session 6</td>
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<td>November 1, 2012</td>
<td>Design Ethnography</td>
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<td>Creative Brief/Intro to Design Audit</td>
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<td>Session 6</td>
<td>The Design Audit (Group Presentation)</td>
<td>T1: 87-108</td>
<td>Assignment 2 Due</td>
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<td>Nov 8, 2012</td>
<td>Guest Speaker, Julia Lupton</td>
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<td>Another assignment TBA</td>
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<td>Rapid Prototyping</td>
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<td>Session 7</td>
<td>Storytelling Class Activity</td>
<td>T1: 154-201</td>
<td>Watch Video-Time Animation</td>
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<td>Nov 15, 2012</td>
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<td>Prepare project for dress rehearsal in Session 8</td>
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<td>Nov 22, 2012</td>
<td>Thanksgiving Holiday No Class</td>
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<td>Session 8</td>
<td>Dress Rehearsal</td>
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<td>November 29, 2012</td>
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<td>Make final edits to presentation</td>
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<td>Prepare 2-page summary of project for Session 9</td>
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<td>Session 9 (Week 10)</td>
<td>Final presentation Insights</td>
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<td>Project Presentation</td>
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<td>December 6, 2012</td>
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**Assignments etc**

**Note:** Assignments 1A & B are individual projects. Assignment 2 and the final project will be graded for the group.

**Assignment 1a Video Analysis (Session 2) The Launch (Class Discussion – No written submission)**

1. What is the role of design in the organization that desires to launch the product? From an organizational perspective what are the main issues?
2. What is the role of the designer? The project manager?
3. What design issues is the designer facing?
4. What are the customers’ expectations? How are they being met?
5. How does this process differ from what you are used to in your organization or in an organization you are familiar with?

**Assignment 1b Design Critique (Session 2) (three 8.5x11 sheets, each containing 1 b/w or color image)**

Research, identify and print a black & white or color image of the following, on three separate sheets of 8.5" x 11" paper:

1. A product you feel is *innovative*.
2. A product you feel is poorly designed.
3. A product you feel is well designed and connects with you emotionally.
4. Consider how you arrive at each conclusion and prepare to share your findings in a classroom discussion.

NOTE: Do not bring an Apple product. We already love them.

**Assignment 2 (Session 6) (The Design Audit -- Group Presentation)**

For your group's project, present a visual design audit & competitive analysis of the strongest competing product or service (in the form of a collage featuring all key competitors) in your project's category, explaining how you intend to position your product or service to successfully compete against them in the marketplace. You should use a minimum of two illustration boards (size 15" x 20" or larger available at the UCI Student Store art department) to visually make your case. The first board can be used to showcase the offering from the competing product/service while the second board can be used to showcase your strategy for competing against their offering.

**Journals:**

You will be expected to keep a journal on a daily basis, and it must be brought to class for every session. This is your personal journal, with different assigned topics every week, but it should be available for us to review during class.
Final Project (Last session)

The final project is a group project, and your participation in the process of this group activity will account for the bulk of your grade.
(Innovation is a collaborative process.) It will be discussed in detail in every class session as it reaches the stages of completion. It will be rehearsed in Session 8 & presented in Session 9.

Grading

Class participation—20% of the grade.
Journal—10% of the grade.
Assignments 1 & 2 are worth 15% of the grade each.
The final project is worth 40%.