

**Parsons The New School for Design  
School of Design Strategies  
MS in Strategic Design and Management Program  
Fall 2014**

**STRATEGIC DESIGN AND MANAGEMENT IN NEW ECONOMIES  
PGDM 5100.F**

Meeting Time: Wednesdays, 19:00-21.40 ET

Course Location: 6 East 16th Street, 1202

Faculty: Craig Bromberg

Email: bromberc@newschool.edu

Online hours: By appointment

***Course Description***

This course exposes and introduces students to the contexts, complexities, and conditions of technological, socio-political, economic, and demographic character of so-called “new economies” based on services, experiences, and transience. These historical changes present strategic opportunities, challenges, and a new mandate for leadership and innovation for design-intensive firms that are slowly gaining ground on traditional consulting practices. Learning to design, manage, and improve those design firms requires new design-managerial capacity, and in this class students will get a grip on the strategic and tactical opportunities afforded by this ongoing transformation and present research and commentary through critical related texts.

***Learning Outcomes***

After completing the requirements for this course, you will have gained:

1. An understanding of the changing patterns in the technologies and markets that are creating opportunities and threats for both mature and start-up firms
2. Insights into how environmental change is influencing the design of the next wave of economic activity
3. Specific concepts that will help you strategically manage the environmental change process

***Instructional Methodology***

Team-Based Learning (TBL), which combines traditional approaches such as lectures and in-class activities with more recent approaches that require intensive student involvement at the individual and team level. TBL is intended to encourage higher student engagement with the material, through assignments and projects, and hence requires rigorous preparation for the course on a weekly basis, throughout the semester.

## Assessable Tasks

TBL Activities:

iRAP: Individual Readiness Assessment Process, whereby you will *individually* answer a specific question about the assigned readings for a certain class. Each iRAP is due *before* the class meets.

tRAP: Team Readiness Assessment Process, whereby you will answer *the same question you answered individually, but in a team setting*. The tRAPs will take place as soon as classes commence.

tAssignments: Team assignments, due upon completion of every module. The three assignments should present a logical continuity and form the building blocks of the

tProject due at the end of the semester.

tProject: Team term project, involving research as well as design and decision-making activities, that is centered around the concepts and principles covered throughout the semester.

## Final Grade Calculation

iRAPs, tRAPs		20%
tAssignment 1	15%	
tAssignment 2	15%	
tAssignment 3	15%	
tProject		20%
Attendance/Participation		10%

## **Summary of Topical Coverage**

*Introduction - Strategy, Design, Management*

*Module A – Evolutionary and Revolutionary Change*

From Digital to Social: Social and mobile strategy

Social Order: privacy and security concerns

Environmental Upheaval: Sustainability and its crises

*Module B – Organizational Implications*

Organizational Structure: network-based and ambidextrous structures

Knowledge and Intellectual resources: closed, open and hybrid innovation models

Executive Leadership: change management

*Module C – Design and Management for Uncertain Times*

Strategic Innovation

The Paradox of Sustainable Innovation

## **Required Reading**

1. HBR's 10 Must Reads on Strategy
2. Clayton Christensen, The Innovator's Dilemma
3. Charlene Li, Groundswell, Expanded and Revised Edition
4. Playing to Win: AG Lafley
5. Weekly web based assignments
6. Alastair Croll, Lean Analytics
7. Andy Poilane, Service Design
8. John Thackara, In the Bubble

## **Recommended Reading**

1. The Starfish and The Spider, Ori Brafman and Rod Beckstrom
2. Democratizing Innovation, Eric von Hippel
3. The Lean Startup, Eric Ries
4. Sustainable Value, Chris Laszlo
5. The Balanced Scorecard, Robert Kaplan, David Norton
6. The Design of Business, Roger Martin

### Course Outline

Week	Date	Topic
1	Aug. 27	Course Introduction
<b>Module 1 – Evolutionary and Revolutionary Change</b>		
2	Sept. 3	Fundamentals of Strategy & Design Thinking
3	Sept. 10	Networks and Markets
4	Sept 17	Environmental Upheaval
<b>Module 2 – Organizational Implications</b>		
6	Oct 1	Big Data and Social
7	Oct 8	Knowledge and Intellectual Resources
8	Oct 15	Group relations & Leadership in the Network
9	Oct 29	Group project 1
<b>Module 3 – Design and Management for Uncertain Times</b>		
10	Nov. 12	The Paradox of Sustainable Innovation
11	Nov. 19	Strategic Innovation
	FALL BREAK	
12	Dec. 3	Group Project 2
13	Dec. 10	Wrap up

### Grading Standards

Grade	Attendance and Participation	Content Assimilation and Deliverables
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Excellent A (4.0) A- (3.7)	Exceptional Participation. The student is actively and proactively engaged in every facet of the class. The student comes to every session ready to contribute informed discussion and ideas based on a thorough and critical reading of the assigned material. The student works collaboratively with classmates and instructor. The student misses a maximum of one class session.	The work demonstrates comprehensive and solid understanding of course material and presents thoughtful interpretations, original insights, well-reasoned commentary and analysis. The work includes skillful use of source materials, illuminating examples and illustrations, a high level of clarity, and is complete.
Very Good / Good B+ (3.3) B (3.0) B- (2.7)	Good participation. The student is actively engaged in most facets of the class. He/she comes to every class session ready to engage in informed discussion based on a careful reading of the assigned material. The student makes a solid contribution to the class through regular, relevant and thoughtful comments, questions and examples. The student works collaboratively with classmates and instructor. The student misses a maximum of two class sessions.	The work demonstrates a complete and accurate understanding of course materials and presents a reasonable degree of insight and a broad level of analysis. The work includes proper use of source material and demonstrates adequate ability to apply concepts and provide clear examples, and is for the most part complete.
Satisfactory C+ (2.3) C (2.0) C- (1.7)	Average participation. The student is actively engaged in some facets of the class. He/she comes to many class sessions ready to engage in informed discussion based on a general reading of the assigned material. The student makes a contribution to the class through general, incomplete and/or tangential comments. The student, for the most part, works collaboratively with his/her classmates and instructor. The student misses three class sessions.	The work demonstrates a basic understanding of course material and presents a general level of analysis. The work might include a limited use of source material, inconsistent ability to apply concepts and to provide clear examples, and it might demonstrate a pattern of being incomplete.
Below Average D (1.0)	Poor participation. The student rarely demonstrates an active engagement in the class. He/she comes to many class sessions unprepared for informed discussion. The student does not collaborate with his/her classmates and instructor. The student misses three class sessions.	The work demonstrates a limited understanding of course materials and presents little or not relevant analysis. The work might include inadequate or inconsistent use of source material, display a lack of ability to apply concepts and to provide clear examples, and is for the most part incomplete.

Failure F (0.0)	Unacceptable participation. The student is not an active member of the class	The work demonstrates a serious lack of understanding of course materials and an inability to apply concepts, generate analysis and provide suitable examples.
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<b>Week</b>	<b>Date</b>	<b>Topic</b>	
1	Aug. 28	Course Introduction	
<b>Module 1 – Evolutionary and Revolutionary Change</b>			
2	Sept. 11	The Digital Revolution	
3	Sept. 25	Social Order	
4	Oct. 2	Environmental Upheaval	
5	Oct. 9	Discussion of tAssignment 1	
<b>Module 2 – Organizational Implications</b>			
6	Oct. 16	Organizational Structure	
7	Oct. 23	Knowledge and Intellectual Resources	
8	Oct. 30	Executive Leadership	
9	Nov. 6	Discussion of tAssignment 2	
<b>Module 3 – Design and Management for Uncertain Times</b>			
10	Nov. 13	The Paradox of Sustainable Innovation	
11	Nov. 20	Strategic Innovation	
12	Dec. 4	In-class work on tProjects	
13	Dec. 11	tProject presentations	