

CMS535C
Communication for Innovation
Schedule & Reading List
Fall 2023

Revised on October 9, 2023¹

Week 1

August 21 Syllabus, Introductions
August 23 Thomas Streeter – “Steve Jobs, Romantic Individualism and the Desire for Good Capitalism” in *International Journal of Communication* (excerpt: p. 3106-3116, p. 3120)
Onboarding – Collaborative Laboratory (CoLab) Projects
August 25 *Due* – CoLab #1

Week 2

Defining Innovation
August 28 Steve Shapin – “What Else is New?” in the *New Yorker*
Lee Fleming – “Breakthroughs and the ‘Long Tail’ of Innovation” in *MIT Sloan Management Review*
August 30 Lee Vinsel & Andrew Russell – *The Innovation Delusion* (excerpt: p. 5-16, 39-44)
September 1 *Due* – CoLab #2
(resources) Ingrid Burrington – *An Illustrated Field Guide to Urban Internet Infrastructure* and Alison Powell – *Data Walking*

Week 3

Organizational Cultures of Innovation
September 4 No Class – Labor Day
September 6 Andrew Hargadon & Robert Sutton – “Building an Innovation Factory” in *Harvard Business Review*
Jay Rao & Joseph Weintraub – “How Innovative is Your Company’s Culture” in *Harvard Business Review*
September 8 *Due* – CoLab #3

Week 4

Promoting Creativity in Teams
September 11 Robert Sutton – “The Weird Rules of Creativity” in *Harvard Business Review*
Ed Catmull – “How Pixar Fosters Collective Creativity” in *Harvard Business Review*

¹ *Note:* This syllabus is a living document that will likely change throughout the quarter. Please ensure you have the most updated version.

September 13 Jane McGonigal – *Imaginable: How to See the Future Coming and Be Ready for Anything* (excerpt)

September 15 **Due** – CoLab #4

Suzy Wetlaufer – Case Study: “What is Stifling the Creativity at Cool Burst?” in *Harvard Business Review*

Week 5 Motivation to Support Innovation

September 18 Fredrick Herzberg – “How Do You Motivate Employees” in *Harvard Business Review*

Theresa Amabile – “How to Kill Creativity,” in *Harvard Business Review*

September 20 Nicolai Andersen, Timothy Murphy & Alexander Börsch – “Nothing for Money” in the *Deloitte Review*

September 22 **Due** – CoLab #5

Week 6 Socialization for Innovation

September 25 Howard S. Becker – *Becoming a Marijuana User*

John Van Maanen – “People Processing: Strategies of Organizational Socialization” in *Organizational Dynamics*

September 27 Keith Rollag, Salvatore Parise, & Rob Cross – “Getting New Hires Up to Speed Quickly” in *MIT Sloan Management Review*

September 29 **Due** – CoLab #6

“Lego,” issue 13 of *Brand Documentary Magazine*

Week 7 Innovative Decision Making

October 2 Kathleen Eisenhardt, Jean Kahwajy, & L.J. Bourgeois – “How Management Teams Can Have a Good Fight” in *Harvard Business Review*
Jack Soll, Katherine Milkman, John Payne – “Outsmart Your Own Biases” in *Harvard Business Review*

October 4 Nassim Parvin & Anne Pollock – “Unintended by Design: On the Political Uses of ‘Unintended Consequences’” in *Engaging Science, Technology and Society*

October 6 **Due** – Peer Evaluation #1

Posted – Study Guide for Exam 1: Midterm

< End Content for Exam 1 >

Week 8 Do-It-Yourself Innovators

October 9 Elizabeth Guffey – “Designing the Japanese Walking Bag” in *Making Disability Modern*

Aaron Hurst – “Five Levers for Change” in *Stanford Social Innovation Review* (read Part 1 – Part 5)

October 11 W. Brian Arthur – “The Structure of Invention” in *Research Policy*
(excerpt: p. 1-5)
N95 Case Study Articles

October 13 *Due* – Nothing! Dedicated time for Study Guide

Week 9

October 16 Midterm Review Session

October 18 **Exam 1: Midterm**

October 20 *Due* – Nothing! 1.5 – 3 hours of self-care after the exam

Week 10

October 23 John Kotter – “Barriers to Change: The Real Reason Behind Kodak’s
Downfall” in *Forbes*

Amy Edmondson – “Strategies for Learning from Failure” in *Harvard
Business Review*

October 25 Clayton Christensen, Michael Raynor, & Rory McDonald – “What is
Disruptive Innovation?” in *Harvard Business Review*

October 27 *Due* – CoLab #8

(listen) Cautionary Tales – “How Britain Invented, Then Ignored,
Blitzkrieg”

Week 11

October 30 Sasha Costanza-Chock – “Introduction: #TravelingWhileTrans, Design
Justice, and Escape from the Matrix of Domination” from *Design Justice*
(p. 12-40)

November 1 Continued discussion of “Introduction” in *Design Justice*

November 3 *Due* – CoLab #9 – flexible deadline

Week 12

November 6 Langdon Winner – “Do Artifacts Have Politics?” from *The Whale and the
Reactor*

November 8 Batya Friedman & Helen Nissenbaum – “Bias in Computer Systems” in
Human Values and The Design of Computer Technology (p. 21 – 40)

November 10 *Due* – CoLab #9 – flexible deadline

(listen) 99 Percent Invisible – Unpleasant Design & Hostile Urban
Architecture

Week 13

November 13 David Rock & Heidi Grant – “Why Diverse Teams Are Smarter” in
Harvard Business Review

	Robin Ely & David Thomas – “Getting Serious About Diversity” in <i>Harvard Business Review</i>
November 15	Sasha Costanza-Chock – “Values: Hard-Coding Liberation?” in <i>Design Justice</i> (excerpt)
November 17	Due – CoLab #10 (listen) 99 Percent Invisible – “On Average” (Or, listen) 99 Percent Invisible – “Invisible Women” Posted – Study Guide for Exam 2: Final
Week 14	Fall Break
November 20-24	No Class or Assignments!
Week 15	The Stories We Tell About Innovation
November 27	Sasha Costanza-Chock – “Design Narratives: From TXTMob to Twitter” in <i>Design Justice</i> (p. 103-144)
November 29	Robin Wall Kimmerer – <i>Braiding Sweetgrass</i> (excerpt)
December 1	Due – CoLab #11 – Peer Evaluation
Week 16	
December 4	Last Day of Class
Finals	
December 7	Exam 2: Cumulative Final – Thursday 1:00-3:00 in CMA 3.124