

**T603: TOPICAL SEMINAR IN TELECOMMUNICATIONS MANAGEMENT  
CREATIVE ENVIRONMENTS**

SECTION 4789

FALL 2003

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Office Hours: 1:30-3:00 and by appointment

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Course Meetings: Tuesdays 6:30 to 9:15 TV 169

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COURSE DESCRIPTION

Why do artists congregate in Paris? Perhaps they are there to be inspired by masters, stimulated by their peers, noticed by patrons, plugged into the buzz, and immersed in a cosmopolitan culture. It is for similar reasons that high tech entrepreneurs cluster together in Silicon Valley. We see the same phenomenon in the case of other creative industries such as advertising, publishing, and film. As we journey our way through Hollywood, Silicon Valley, and other creative places, we will examine the idiosyncratic factors that fuel creativity in each locale while keeping an eye out for overarching patterns. After we have acquired insights into creative environments that were created serendipitously rather than by deliberate design, we will examine organizational strategies employed by Disney, Ideo, Bell Laboratories, and other institutions noted for their creative output. We will leave the seminar with concepts and insights that we can employ to generate and sustain creative environments in our places of work and play.

READINGS

The specific articles for each class are listed in the calendar section of the course syllabus. This reading list will be modified if the class discussions move in directions beyond the areas selected for this particular seminar.

COURSE GRADE

The relative weights of the different components of the final grade will be as follows:

Synthesis Papers	40%
Paper	30%
Readings Contribution	15%
Class Participation	15%

Synthesis Papers: There will be 3 synthesis papers (5-6 pages) in which you are expected to identify and develop themes that cut across the different readings. You are encouraged to build one synthesis paper over another so that your thoughts develop in a cumulative way over the semester. The papers will be due on the dates mentioned on the calendar.

Creative Environment Paper: You will write a paper (12-15 pages) on a creative environment of your choice. You will have great latitude in terms of the nature and scope of your paper. You are encouraged to be entrepreneurial in your orientation. The instructor will essentially serve as a resource person to guide you in your efforts to develop your own ideas. The paper will be due on December 4th.

Readings Contribution: You will be expected to contribute one journal article / book chapter on a creative environment NOT discussed in class. You should bring 17 copies of the reading you have selected to class on November 4<sup>th</sup>.

Class Participation: Class participation is an essential element of a seminar class. The success of this seminar to a very large degree depends on the quality of contributions you make. Therefore a significant component of the overall grade has been assigned to class participation.

## CALENDAR

<u>Date</u>	<u>Topic &amp; Readings</u>
Sept 2	Introduction
Sept 9	<b>Conceptual Framework</b>  Csikszentmihalyi—"Where is Creativity?"  Csikszentmihalyi—"Creative Surroundings"  Becker—"Art Worlds and Collective Action"  Cave—"Introduction: Economic Properties of Creative Activities"
Sept 16	<b>Paris</b>  Shattuck—"The Good Old Days"  Coser—"The French Rococo Salon"  <b>Greenwich Village</b>  MacFarland—"Becoming Bohemia"  Ware—"Villagers"

Sept 23

### **SoHo**

Simpson—“Introduction: Art and Cultural Renovation”

Simpson—“The Structure of the SoHo Art Market”

Simpson—“The Dealer: Gatekeeper to the Art World”

Simpson—“The Unsuccessful SoHo Artist: The Social Psychology of an Occupation”

Simpson—“The Successful Artist in the SoHo Market”

Simpson—“The Integration of the Status Community”

Sept 30

### **Hollywood**

Powdermaker—“Habitat and People, Mythical and Real”

Powdermaker—“Mass Production of Dreams”

Prindle—“Why Hollywood is Different?”

Prindle—“Coping with Paranoia”

Oct 7

### **Silicon Valley**

Rogers & Larsen—“The Rise of Silicon Valley”

Rogers & Larsen—“Networks”

Bahrami and Evans—“Flexible Recycling and High-technology Entrepreneurship”

Suchman—“Dealmakers and Counselors: Law Firms as Intermediaries in the Development of Silicon Valley”

Rosenberg—“Singapore: Creativity on Command”

SYNTHESIS PAPER # 1: Due Thursday, October 9th

Oct 14

**Publishing**

Coser, Kadushin, & Powell—“Networks, Connections, and Circles”

Korda—“Creative Juices”

**Universities**

Coser—“Academic Intellectuals”

Berelson—“Creativity and the Graduate School”

Brooks—“Intellectual Life”

Oct 21

**System Driven Creative Environments**

Morton—“Foreward”

Morton—“Preface”

Morton—“Organizing People for the Process”

Gehani—“Life at Murray Hill”

Gundling—“The Innovation Process”

Gundling—“Managing 3M’s People System”

Oct 28

**Research Labs**

Frank—“The Development of Laboratory: Essays on the Place of Experiment in Industrial Civilization”

Latour & Woolgar—“An Anthropologist Visits the Laboratory”

Lynch—“Laboratory Shop Talk”

Millard—“The Machine Shop Culture”

Nov 4

**Internet Communities**

Raymond—“The Cathedral and the Bazaar”

Raymond—“Homesteading the Noosphere”

Sawhney & Lee—“Arenas of Innovation”

Fine—“Mobilizing Fun: Provisioning Resources in Leisure Worlds”

Aldrich—“The Sociable Organization: A Case Study of Mensa and Some Propositions”

READINGS CONTRIBUTION DUE: Please bring 17 copies of the journal article / book chapter you have selected.

Nov 11

**Corporations**

Wetlaufer—“Common Sense and Conflict” (An Interview with Disney’s Michael Eisner)

Sheff—“In Heaven’s Hands”

Sheff—“Mario”

Reich—“The New Web of Enterprise”

Kelley—“Build Your Greenhouse”

Florida—“Managing Creativity”

SYNTHESIS PAPER # 2: Due Thursday, November 13

Nov 18

Contributed readings + supplemental readings

Nov 25                      Contributed readings + supplemental readings  
(maybe rescheduled)

Dec 2                        Contributed readings + supplemental readings

CREATIVE ENVIRONMENT PAPER: Due Thursday, December 4

Dec 9                        Contributed readings + supplemental readings

SYNTHESIS PAPER # 3: Due Thursday, December 11