

DESN (DESN)

DESN 210. Introduction to Programming for Business Applications. 3 Units.

Goals: This course will introduce students to the basics of programming logic utilizing the Python programming language and environment. The course will help students understand how to apply programming solutions and related algorithmic thinking to solve common business and decision problems. This class is a great introduction into programming logic, it just happens to use Python. This course will teach the fundamentals of programming logic, which could be applied to any programming language available today or into the future. Learning Objectives: Upon completion of this course students should have a foundational knowledge of how to use variables, operators, manipulate strings, loops, functions, and basic array manipulation all through Python programming language. The course will culminate with a final project where students will be divided into groups with each group solving a different small business problem. The final submission will require a joint white paper submission that demonstrates the following learned objectives: problem research, scope, architect, and design a potential solution using python environment. A sample of the implemented Python code that was used to solve this problem will be required for final submission. Course Requirements: Each student must have access to a computer that can be brought to class. No programming experience is required. Downloading and installing Python is covered at the start of the course. Basic computer skills: surfing websites, running programs, saving and opening documents, etc. Offered as BTEC 420 and DESN 210.

DESN 302. Creativity in Design & Business: Sources of Perception, Imagination, & Creative Thinking. 3 Units.

The goal of this course is to develop skills and techniques for creative problem solving. The course is for anyone interested in design, the development of new products and services, and strategies for change in organizations and society. It is useful wherever we face challenging situations that require imagination, new ideas, and innovative approaches in a rapidly changing world. At its core, creativity is an issue of perception. Learning to change one's perception from what is known, comfortable, and familiar to what is unknown and potentially valuable and rewarding is the challenge of this course. We will explore a wide variety of methods, techniques, and tools for encouraging new perceptions. There will be useful readings, but also exercises and projects for individuals and teams to develop new strategies of creative thinking. Offered as DESN 302 and ENTP 302.

DESN 308. Business Model Design and Innovation. 3 Units.

This course takes the perspective of entrepreneurs or business unit managers. The three basic questions that all entrepreneurs and entrepreneurs must answer is where to play, how to win and what to do. You have identified a group of customers for your product or service (where to play). Your first challenge is to know what features (Customer Attributes) your target customer will pay for. Innovative business models focus on a set of customer attributes that are usually very different from other industry incumbents that we call Focal Attributes. Your second challenge is to clearly state your profit logic – how you will make money – how to win. The concept called Profit Objectives (similar but not the same as KPI and/or SMART objectives) allow you to operationalize the profit logic through specific and measurable deliverables. Your third challenge is building the value chain that can deliver these focal attributes (what to do). At this point, you have a good understanding of all the elements of your business model and in particular, how the focal attributes and the value chain align with the profit objectives. You will learn how to illustrate this alignment through a mapping process. Offered as DESN 308 and ENTP 308. Prereq: Junior standing or higher.

DESN 410. Leading Digital Innovation by Design. 3 Units.

A new wave of digital revolution is transforming every industrial sector. Powered by increasingly smaller yet potent microprocessors and sensors, a new generation of analytical tools, and ubiquitous wearable and mobile devices, companies can radically transform the way they interact with users and the way they create and capture value. Technology like Block Chain and AI are likely to fundamentally reshape how we think about firms and industries. Such changes make existing strategic frameworks and tools obsolete. In order to understand how and why digital technology changes the industrial landscape, companies must understand some of the fundamental characteristics of digital technology and how it demands new types of value creation logic. Be it a large corporation or a small start-up; or a government agency or a multinational enterprise; everyone is struggling to deal with the new digital reality. Yet, exactly how to use digital technology to create value is not clear. While all companies must understand how digital technology is fundamentally different from other forms of technology, ironically digital innovation is not about technology. Digital innovation is making digital technology meaningful and value to users. Therefore, digital innovation requires us to truly understand us (people), what we do, why we do what we do, what makes us happy, and what we consider meaningful. Therefore, digital innovation is a deeply humanistic exploration to make digital technology meaningful and valuable to us. In order to fully harness the transformative capacity of digital technology, we must gain deeper insights on people and their actions, meanings and values. In this experiential course, we use design as the primary tool to gain such humanistic insights, and work with real-world projects to apply those ideas and tools to build real digital innovations.

DESN 419. Entrepreneurship and Personal Wealth Creation. 3 Units.

Course explores the accumulation of personal wealth utilizing entrepreneurial strategies. The underlying competencies of successful entrepreneurs are identified and applied to individual lives of students. Active entrepreneurs will be studied, and original case studies of start-ups and acquisitions provide the basis for class exercises. Offered as DESN 419 and IIME 419.

DESN 425. Chief Executive Officer. 3 Units.

This course is designed for students who aspire to become a chief executive officer. The unique role, responsibilities, and requirements of the CEO will be explored. Students will benchmark CEO best practices through exposure to leading chief officers, study the paths to and preparation for the top job, and develop a personal career strategy to increase their chances of becoming a CEO. Offered as DESN 425 and IIME 424.

DESN 440. Design of Disruptive Business Models. 3 Units.

This course will explore the design of business models that disrupt traditional or established business patterns. With the shift toward services and human interactions as the foundation of many new companies, this course will focus on methods of inventing and developing business models that use digital technology, information, and service concepts to meet new needs in areas of retail, medical care, and other areas of business opportunity.

DESN 490. Business Model Innovation and Diversification. 3 Units.

This course is an advanced strategy course that explores the determinants of successful corporate strategy. In Strategy Issues and Applications you were exposed to the basic frameworks for developing successful competitive or business unit level strategy. Corporate strategy takes you to the next level and provides the frameworks you need to be able to be successful in multiple businesses. At its core corporate strategy constitutes any and all decisions that change the core business model of a firm. Examples are vertical integration, new but related product lines, entering new markets with existing products and entering new or existing markets with unrelated products. The fundamental premise of the course is that successful corporate strategy is rooted in competitive advantage arising from capabilities residing at the business unit level. Starting from analyzing business level strategies of very simple firms, the course successively builds frameworks towards more complicated business level strategies. Next, the course develops frameworks to discuss corporate strategy based around the concept of core competencies and market entry strategies. Finally, the course develops the concepts that are useful in greenfield entries, alliances and acquisitions as part of an overall corporate strategy.

DESN 494. Managerial Consultancy. 3 Units.

Students will learn to match consulting methodologies with client needs and employ a step by step strategy development process applied to actual companies which are semester-long clients of the class. Accelerated career strategies in the consultancy business are featured as well as tactics for getting hired in the first place. The course views consultancy as a role rather than career and conceptualizes consultancy as a process of optimizing an organization's value creation potential and competitive advantage. Students should be able to apply the concepts regardless of career choice. Exposure to senior practicing consultants is featured.

DESN 496. Strategic Planning and Control Systems for Strategy Implementation. 3 Units.

This course introduces the principal tools of strategy implementation, namely the design of organization structures, the use of formal planning and control systems, and the design of measurement and reward systems. The importance of organizational context (small vs. large, for profit vs. not-for-profit, manufacturing vs. service, etc.) and the need to tailor systems to the context of the organization are emphasized. New and emergent organizational forms and their role in strategy development and implementation are reviewed. Cases and readings are the principal pedagogical methods utilized. Students work in small project teams, study the operation and effectiveness of systems for strategic control in organizations, and present the results of their analysis in class presentations.

DESN 501. Special Problems and Topics. 1 - 18 Units.

This course is offered, with permission, to students undertaking reading in a field of special interest.

DESN 527. Seminar in DESN. 3 Units.

This seminar addresses topics of current interest with a strong emphasis on research. It is intended primarily for the faculty and doctoral students of the DESN Department.

DESN 601. Special Topics in MIDS. 1 - 18 Units.

This course is offered, with permission, to Ph.D. candidates undertaking reading in a field of special interest.

DESN 701. Dissertation Ph.D.. 1 - 9 Units.

(Credit as arranged.) Prereq: Predoctoral research consent or advanced to Ph.D. candidacy milestone.