

**USC Iovine and
Young Academy**

*Arts, Technology and the Business
of Innovation*

ACAD 360: Design Strategy
Units: 04
Spring 2021–MW–10:00-11:50pm

Location: Online

Instructor: Matthew Manos
Office: IYH 201 (Remote)
Office Hours: Online, By Appointment
Contact Info: manosm@usc.edu.
Timeline for reply: within 48 hours.

Classroom Assistant: TBD
Office Hours (if applicable): N/A
Contact Info: TBD

IT Help: <https://iovine-young.usc.edu/ait/index.html>
Hours of Service: 8:30am - 5:00pm
Contact Info: iyhelp@usc.edu, 213-821-6917

DRAFT VERSION

Catalogue Description

This course takes a professional, collaborative and multidisciplinary consulting approach to diagnosing problems and applying design-based solutions on behalf of organizations.

Course Description

This course takes a professional, collaborative and multidisciplinary consulting approach to diagnosing problems and applying design-based solutions on behalf of organizations. The course draws on student knowledge and skills garnered from previous Academy coursework in design, technology and business, and references additional perspectives from psychology, anthropology, sociology, public policy, complexity science, and other areas. For this experience, Academy methods and frameworks are synthesized toward preparing students to analyze multiple facets of an organization (for-profit and not-for-profit), and designing solutions for maximum positive impact.

Learning Objectives

Students will demonstrate, through a series of assignments and projects, requisite knowledge to:

- Establish and maintain productive working relationships with real-world clients, partners or other stakeholders
- Write proposals, agreements and statements of work for any kind of engagement and deliverables
- Lead or collaborate in high-performance teams and organizations
- Use primary and secondary research and analysis methods in UX, marketing, etc.
- Bring multiple diagnostic and creative problem-solving tools to bear in ambiguous situations
- Develop comprehensive business and implementation plans to execute the chosen strategy or solution.
- Articulate insights, conclusions and recommendations with compelling rational and emotional arguments.

In addition, you will exercise the following skills:

- Critical thinking: Develop the awareness to identify problems and opportunities, create hypotheses, gather data through primary and secondary research sources, and draw conclusions in environments of high uncertainty
- Collaboration: Share ideas and form group work products in impromptu and organized team environments without formal structure
- Effective Communication: Create and deliver concise, compelling oral, written and visual presentations; convey the essence of the critical thinking process and defend conclusions rationally
- Quantitative business analysis: Leverage metrics and models to understand markets, choose among potential outcomes and make better decisions.

Prerequisite(s): ACAD 181 and 182 or permission from instructor. Please notify Amber Bradley (aebradle@usc.edu) if you are interested in enrolling in the course.

Required Readings

1. AHA is Listening, Toolkit and Videos: <https://ahaislistening.tumblr.com/>
2. The Futur, "The Business of Design" Playlist. YouTube
3. Give All toolkit series, verynice. <http://giveall.io>
4. TIME MACHINE toolkit, verynice. <https://gumroad.com/l/timemachinetoolkit>
5. Models of Impact toolkit, verynice. <http://modelsofimpact.co>

Description and Assessment of Assignments

The following is a breakdown of the assignment expectations. Unless otherwise noted, all submissions will be in the PDF format.

1. **Design Strategy Sprint (x 6):** Throughout the first half of the semester, students will engage in a series of six (6) “Design Strategy Sprints”. Each Sprint will take two class sessions. In the first session, students will be introduced to a unique prompt to solve using a unique method that they will be guided through. In the second class session, students will take a quiz to test understanding of the key terminology and methodology used that week, and will submit a one-page deliverable that recaps their process and solution..
2. **Projected and Perceived Analysis:** The first deliverable for the major project of the course. Students will conduct a “Projected and Perceived Analysis” in response to the final project prompt.
3. **Competitive and Market:** The first deliverable for the major project of the course. Students will conduct a “Competitive and Market Analysis” in response to the final project prompt.
4. **Final Project Presentation:** The Final Project Presentation will include an overview of the Projected and Perceived Analysis, Competitive and Market Analysis, and results from the Models of Impact, Time Machine, and Strategic Planning Exercises.
5. **Final Project Deliverable (Digital Submission):** The course will culminate in a Final Project Deliverable that will be submitted digitally during the designated final slot of the course. The deliverable will serve as a chance to not only create a “leave behind” version of the Final Project Presentation, but also to further develop and edit the project based on feedback from the presentation.
6. **Participation:** As the course is an agency-like environment, students are expected to be active participants in the classroom, for their own teams and projects, but also as advisors to the teams and projects of other classmates. Throughout the term, students will be asked to take note of each student/group they have helped, and each student that has helped them/their group.

Grading Breakdown

Each **Design Strategy Sprint** (total of six throughout the semester) is worth a total of 70 points. This deliverable includes both a one-page report and a quiz. The following is the breakdown of assessment for each Design Strategy Sprint:

- 35 Points: Solution (Each team shares a one-page synthesized overview of the design strategy. This must include a clear problem statement, and documentation of each step of the process.) 5 points - problem statement clarity. 15 points - clear synthesis and process overview (varies for each sprint depending on the method used). 15 points - creativity of the solution (determined by the professor based on the uniqueness of the idea in the market and in comparison to the other solutions proposed by the class.
- 35 Points: Quiz (Testing for understanding of the material from this specific Design Strategy Sprint including key terminology, process sequence, and more).

The **Projected and Perceived Analysis** is worth 100 points. Assessment Details TBA.

The **Competitive and Market Analysis** is worth 50 points. Assessment Details TBA.

The **Final Project Presentation** is worth 150 points:

- **Presentation Style:** Are you presenting this in a fun and engaging way? Do you come across as well rehearsed and professional? **10%**
- **Research:** Strength of the overview of your projected/perceived analysis as well as the competitive and market analysis. **20%**
- **Innovation:** The level of creativity and novel thinking in the idea presented (business model and future scenarios). **30%**
- **Visual Supplement:** The ability for your presentation to make this tangible for us. **30%**

- **Next steps:** The sophistication of your next steps. **10%**

The **Final Project Deliverable** is worth 180 points:

- **Readability and Experience:** Are you presenting this deck in a comprehensive and easy to follow way? Does the deck come across as professional? **10%**
- **Research:** Strength of the overview of your projected/perceived analysis as well as the competitive and market analysis. **20%**
- **Innovation:** The level of creativity and novel thinking in the idea presented (business model and future scenarios). **30%**
- **Visual Supplement:** The ability for your presentation to make this tangible for us. **30%**
- **Next steps:** The sophistication of your next steps. **10%**

The **Participation** grade is worth 100 points. The following is the breakdown of assessment for participation:

- 50 points of the participation grade will be informed by the submission of a report documenting the ways in which you have supported others in the class. A full grade will only be given to students who have helped at least 1/3 of the class. Failure to submit the report will result in a 50 point deduction in the participation grade.
- 50 points of the participation grade will be informed by active participation in class, and observation of activities in small groups.

Assignment	Points	% of Grade
Design Strategy Sprint 01	70	7%
Design Strategy Sprint 02	70	7%
Design Strategy Sprint 03	70	7%
Design Strategy Sprint 04	70	7%
Design Strategy Sprint 05	70	7%
Design Strategy Sprint 06	70	7%
Projected and Perceived Analysis	100	10%
Competitive and Market Analysis	50	5%
Final Project Presentation	150	15%
Final Project Deliverable (Digital Submission)	180	18%
Participation	100	10%
Total	1,000	100%

Grading Scale

Course final grades will be determined using the following scale

A	95-100
A-	90-94
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72
D+	67-69
D	63-66
D-	60-62

Assignment Submission Policy

Unless otherwise noted, all assignments must be submitted as a PDF presentation. For assignments delivered in class (such as presentations), the work must be completed before the commencement of the class session in which the assignment is due. For assignments that are designated for virtual submission, one team member is expected to submit the assignment to manosm@usc.edu (unless otherwise specified) by COB (6:00pm) the day the assignment is indicated as due. Quizzes and presentations are always do during the specified class times.

Grading Timeline

Grades and feedback for all assignments will be returned to students within one week of submission.

Academy Attendance Policy

The Academy maintains rigorous academic standards for its students and on-time attendance at all class meetings is expected. Each student will be allowed two excused absences over the course of the semester for which no explanation is required. Students are admonished to not waste excused absences on non-critical issues, and to use them carefully for illness or other issues that may arise unexpectedly. Except in the case of prolonged illness or other serious issue (see below), no additional absences will be excused. Each unexcused absence will result in the lowering of the final grade by $\frac{1}{3}$ of a grade (e.g., an A will be lowered to A-, and A- will be lowered to a B+, etc.). In addition, being tardy to class will count as one-third of an absence. Three tardies will equal a full course absence.

Students remain responsible for any missed work from excused or unexcused absences. Immediately following an absence, students should contact the instructor to obtain missed assignments or lecture notes and to confirm new deadlines or due dates. Extensions or other accommodations are at the discretion of the instructor.

Automatically excused absences normally may not be used for quiz, exam or presentation days. Using an excused absence for a quiz, exam or presentation, such as in the case of sudden illness or other emergency, is at the discretion of the instructor.

In the case of prolonged illness, family emergencies, or other unforeseen serious issues, the student should contact the instructor to arrange for accommodation. Accommodation may also be made for essential professional or career-related events or opportunities. All accommodations remain at the discretion of the instructor, and appropriate documentation may be required.

Additional Policies

Assignments will be accepted after the deadline with the following grade penalties. Do not ask for extensions; the below are the extensions.

- Submission in the 24 hours after the deadline 10% deduction
- Submission between 24 and 48 hours after the deadline 20% deduction
- Submission between 48 hours and 3 days after the deadline 50% deduction
- Submission more than 3 days after the deadline 100% deduction

Course Schedule: A Weekly Breakdown

	Session 01 (Monday)	Session 02 (Wednesday)
Week 01	1/18: MLK Day: No Class	1/20: Course Overview, Welcome, and Introduction to Design Strategy; How to write a problem statement workshop.
Week 02	1/25: Crash course into the Business of Design Strategy: Client relationships, proposals, agreements, invoices; Watch something from The Futur, "The Business of Design" Playlist	1/27: How to Listen; How to Facilitate
Week 03	2/1: Design Strategy Sprint 01: Brand Positioning Strategy	2/3: Design Strategy Sprint 01 Discussion and Key Takeaways; Design Strategy Sprint 01 Deliverables
Week 04	2/8: Design Strategy Sprint 02: Marketing Campaign and Outreach Strategy	2/10: Design Strategy Sprint 02 Discussion and Key Takeaways; Design Strategy Sprint 02 Deliverables
Week 05	2/15: Washington's Birthday: No Class	2/17: Guest lecture/Visit from Design Strategists
Week 06	2/22: Design Strategy Sprint 03: User Experience Design Strategy	2/24: Design Strategy Sprint 03 Discussion and Key Takeaways; Design Strategy Sprint 03 Deliverables
Week 07	3/1: Design Strategy Sprint 04: Information Architecture Strategy	3/3: Design Strategy Sprint 04 Discussion and Key Takeaways; Design Strategy Sprint 04 Deliverables
Week 08	3/8: Design Strategy Sprint 05: Collaboration and Partnership Strategy	3/10: Design Strategy Sprint 05 Discussion and Key Takeaways; Design Strategy Sprint 05 Deliverables
Week 09	3/15: Design Strategy Sprint 06: Internal Culture Development Strategy	3/17: Design Strategy Sprint 06 Discussion and Key Takeaways; Design Strategy Sprint 06 Deliverables
Week 10	3/22: Final Assignment Kick-Off; Projected & Perceived Analysis; Comp. & Market Analysis	3/24: In-Class Work Time and 1:1 Meetings with Matthew
Week 11	3/29: In-Class Work Time and 1:1 Meetings with Matthew	3/31: Competitive and Market Analysis Due ; Projected and Perceived Analysis Due
Week 12	4/5: Business Model Design	4/7: Business Model Design Report-Outs
Week 13	4/12: Strategic Foresight and Strategic Planning Workshop.	4/14: Strategic Foresight and Strategic Planning Report-Outs.
Week 14	4/19: In-Class Work Time.	4/21: In-Class Work Time.
Week 15	4/26: Final Presentations (Day 01)	4/28: Final Presentations (Day 02)
	STUDY DAYS	Final Slot: Final Deliverable Due

Statement on Academic Conduct and Support Systems

Academic Conduct:

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, “Behavior Violating University Standards” policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

Support Systems:

Student Health Counseling Services - (213) 740-7711 – 24/7 on call
engemannshc.usc.edu/counseling

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org

Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP)
213-740-9355 (WELL)

<https://studenthealth.usc.edu/sexual-assault/>

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Relationship and Sexual Violence Prevention and Services provides immediate therapy services for situations related to gender- and power-based harm (e.g., sexual assault, domestic violence, stalking). (wording from the site)

Office of Equity and Diversity (OED) | Title IX - (213) 740-5086
equity.usc.edu, titleix.usc.edu

Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

USC Policy Reporting to Title IX (213) 740-5086
<https://policy.usc.edu/reporting-to-title-ix-student-misconduct/>

The university encourages individuals to report prohibited conduct to the *Title IX Office*. Individuals can report to the university *Title IX Coordinator* in the *Office of Equity and Diversity*.

Bias Assessment Response and Support - (213) 740-2421
studentaffairs.usc.edu/bias-assessment-response-support

Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

The Office of Disability Services and Programs - (213) 740-0776

dsp.usc.edu

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710

studentaffairs.usc.edu/ssa

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101

diversity.usc.edu

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call

dps.usc.edu, emergency.usc.edu

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call

dps.usc.edu

Non-emergency assistance or information.