

**T603: TOPICAL SEMINAR IN TELECOMMUNICATIONS MANAGEMENT
CREATIVE ENVIRONMENTS
Class # 26119, Spring 2009**

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Course Meetings: Thursday 5:45-8:30 TV 169

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 Xerox PARC, 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 Paper 1	15%
Synthesis Paper 2	15%
Synthesis Paper 3	15%
Creative Environment Paper	35%
Class Participation	20%

Synthesis Papers: There will be 3 synthesis papers (5-8 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: Over the course of the semester, you will develop a paper (15 pages, double-spaced) on the creative environment of a locale (e.g. Hollywood) or an institution (e.g. Bell Labs) of your choice.

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 & Readings</u>
Thurs / Jan 15	Introduction
	<i>Conceptual Framework</i>
Thurs / Jan 22	Csikszentmihalyi—"Where is Creativity?" Csikszentmihalyi—"Creative Surroundings" Sawyer—"Jamming in Jazz and Improv Theater" Becker—"Art Worlds and Collective Action"
	<i>Paris</i>
Thurs / Jan 29	Shattuck—"The Good Old Days" Coser—"The French Rococo Salon"
	<i>Greenwich Village</i>
	MacFarland—"Becoming Bohemia" Ware—"Villagers"
	<i>SoHo</i>
Thurs / Feb 5	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"

Hollywood

Thurs / Feb 12

Powdermaker—"Habitat and People, Mythical and Real"

Powdermaker—"Mass Production of Dreams"

Prindle—"Why Hollywood is Different?"

Prindle—"Coping with Paranoia"

Silicon Valley

Thurs / Feb 19

Rogers & Larsen—"The Rise of Silicon Valley"

Rogers & Larsen—"Networks"

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

Bahrami and Evans—"Flexible Recycling and High-technology Entrepreneurship"

Rosenberg—"Singapore: Creativity on Command"

SYNTHESIS PAPER # 1: Due Monday, February 23

Research Labs

Thurs / Feb 26

James—"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"

Morton—"Organizing for Innovation"

Internet Communities

Thurs / Mar 5

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"

Music

Thurs / Mar 12

Stearns—"The New Orleans Background"

Stearns—"The Transition to Jazz"

Stearns—"Jazz Begins"

Clayson—"Wonderful land"

"Rumba in the jungle"

Lang—"The British invasion"

Sound Studios

Castillo—"The recording studio as a creative environment"

Jones—"Rock formation"

SPRING BREAK

Nintendo

Thurs / Mar 26 Sheff—"In Heaven's Hands"
Sheff—"Mario"

Publishing

Coser, Kadushin, & Powell—"Networks, Connections, and Circles"
Korda—"Creative Juices" (Another Life, Chp. 1)

Universities

Coser—"Academic Intellectuals"
Berelson—"Creativity and the Graduate School"
Brooks—"Intellectual Life"

SYNTHESIS PAPER # 2: Due Monday, March 30

Corporations

Thurs / Apr 2 Schrage—"Preface" and "The New Economics of Innovation" (Serious Play)
Hirshberg—"Unleashing Creativity"
Kelley—"Build Your Greenhouse"
Reich—"The New Web of Enterprise"
Florida—"Managing Creativity"
Hirshberg—"Creative Abrasion"
Wetlaufer—"Common Sense and Conflict" (An Interview with
Disney's Michael Eisner)

Thurs / Apr 9 Amabile & Khaire—"Creativity and the Role of the Leader"

McMillan—“Innovating Hollywood: Why Pixar Steals the Show”

Peer Review

Catmull—“How Pixar Fosters Collective Creativity”

Poor—“Mechanisms of an Online Public Sphere: The Website Slashdot”

Scott—“Peer Review and the Relevance of Science”

Thurs / Apr 16

Groves—Now it can be Told (Foreword and Chapter 31)

Hales—“Compartmentalization” (Atomic Spaces, Chapter 5)

Foucault—“Panopticism”

Feynman—“Los Alamos from Below”

Thurs / Apr 23

TBA

CREATIVE ENVIRONMENT PAPER: Due Monday, April 27

Creative Mix

Thurs / Apr 30

Pettigrew—“Waiting for Chiropody”

Kluger—“Why we eat”

Standage—“The Great Soberer”

Standage—“The Coffeehouse Internet”

The Economist—“The Internet in a Cup”

SYNTHESIS PAPER # 3: Due Monday, May 4