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| **Course Code and Title** | |
| **MLI-C1203 Strategic Design Management** | **6 cr** |
| **Learning Outcomes and Content** | |
| Learning outcomes for this course, upon successful completion, include the ability to: 1) understand how design has shifted from making things beautiful to serving as a strategic resource, 2) critically analyze design management and leadership practices in organizations already utilizing design principles, 3) reflect on how design-driven organizations create positive and negative value not only for their immediate stakeholders but for the broader societal context, 4) through hands-on learning, develop a solid understanding of how to collaborate with and learn from design professionals, and 5) apply design tools and methodologies to a real-life project.  Content:  Business organizations today are quite different from what they used to be, and the pace of change will only accelerate in the future. Previously dominant organizations across industries are being replaced by more agile, customer-oriented challengers, and in this context, design has been one of the main drivers fundamentally disrupting our assumptions about how competitive advantages are created, sustained, and transformed. Understanding how design operates as one of the most critical sources for new competitive advantages is essential for students of international business.  This course focuses on design as a source of innovations and competitive advantages from a managerial perspective. Zooming in on design practices, processes, and outcomes, students will collaboratively construct a solid understanding of how design can be seen as a strategic resource, through the use of case studies, hands-on learning, and projects. | |

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| **InstructorName and Profile** |
| **Paulo Roberto Nicoletti Dziobczenski** is a graphic designer, researcher and educator. His interests are in the role of design in organizations, design adoption, design education, design management and how organizations recruit design professionals.  Before starting his doctoral studies at Aalto University, Paulo worked as a graphic designer in design agencies and in-house teams in Brazil, where he also worked as a lecturer and thesis supervisor in a design bachelor programme.  Paulo defended his PhD thesis ‘"Graphic designers’ work and skillset - what companies talk about in their job advertisements" in November 2021 at the department of design, Aalto University. After that, Paulo worked at Aalto University as Designer in Residence, where he was responsible for the [Design Inside](https://www.aalto.fi/en/research-art/design-inside) project. Lastly, Paulo worked in the International Design Business Management (IDBM) master’s programme and in projects under the Radical Creativity strategy.  In October 2024, Paulo joined [LAB University of Applied Sciences](https://lab.fi/) as Chief Specialist in Strategic Design, where he leads research in strategic design, design management, design maturity and how organizations adopt design practices. |

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| **Email Address** |
| paulo.dziobczenski@lab.fi |

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| **Office Hours** |
| Office hours to discuss topics related to the course before the lectures (08:00 to 09:00) on campus on Mondays, Tuesdays, Wednesdays and Thursdays. |

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| **Required Reading** |
| *Minor changes in the reading list can be made before the course starts*  **Mandatory readings for critical reading assignment #1.**  Brown, T. (2008). Design Thinking. Harvard Business Review.  Björklund, T. (2019). The changing role of design. In: Design +: Organizational renewal and innovation through design. Aalto University  Björklund, T. (2019). The foundations of design thinking. In: Design +: Organizational renewal and innovation through design. Aalto University  Design Council: What is the framework for innovation? Design Council’s evolved Double Diamond <https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond>  Dorst, K. (2015) Chapter 3: Lessons from design. In: Frame innovation: Create new thinking by design. MIT Press.  Dziobczenski, P.R.N. (2023). Strategic design – A viewpoint about to change. In Soini-Salomaa. LAB Design Annual Review 2023. Lahti: LAB University of Applied Sciences. 14 - 22 https://www.theseus.fi/bitstream/handle/10024/817070/LAB\_2023\_73.pdf?sequence=2#page=14  Stickdorn, Marc, Adam Lawrence, Markus Edgar Hormess, and Jakob Schneider. Chapter 01: Why Service Design? In: This Is Service Design Doing : Applying Service Design Thinking in the Real World : a Practitioners’ Handbook Sebastopol, CA: O’Reilly Media, Inc., 2018.  Stickdorn, Marc, Adam Lawrence, Markus Edgar Hormess, and Jakob Schneider. Chapter 02: What is Service Design? In: This Is Service Design Doing : Applying Service Design Thinking in the Real World : a Practitioners’ Handbook Sebastopol, CA: O’Reilly Media, Inc., 2018.  **Critical reading #2 assignment list of readings – Students will have to choose from this list some of the articles to read. More about this on Session #1**  Cooper, R., Junginger, S., & Lockwood, T. (2013). The handbook of design management. A&C Black.  Design Bits online course: Chapters 01 to 07 - <https://designbits.aalto.fi/>  Dziobczenski, P.R.N., Person, O., and Meriläinen, S. (2018). Designing Career Paths in Graphic Design: A Document Analysis of Job Advertisements for Graphic Design Positions in Finland. The Design Journal. 21 (3): 349–70.  Micheli, P., Wilner, S. J., Bhatti, S. H., Mura, M., & Beverland, M. B. (2019). Doing design thinking: Conceptual review, synthesis, and research agenda. Journal of Product Innovation Management, 36(2), 124-148. |

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| **Course Schedule** | | |
| **Deduction due to an absence on the first day of the course:** 5 points (on a 100-point scale) will be deducted from the student’s final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction. | | |
| Session # and Date | Topic/s | Assignment/s |
| Session 1:  29/04  09:00 – 12:00 | Introduction to the course.  Introduction to Design: Why design is relevant?  Team building exercise.  Presentation of critical reading assignments. |  |
| Session 2:  30/04  09:00 – 12:00 | Design Management: how to manage design?  Guest speaker: Taija Turunen, Professor of Design Management at Aalto Business School | *Readings before the session:*  *Dorst, K. (2015) Chapter 3: Lessons from design. In: Frame innovation: Create new thinking by design. MIT Press.*  *Björklund, T. (2019). The changing role of design. In: Design +: Organizational renewal and innovation through design. Aalto University*  *Dziobczenski, P.R.N. (2023). Strategic design – A viewpoint about to change. In Soini-Salomaa. LAB Design Annual Review 2023. Lahti: LAB University of Applied Sciences. 14 – 22*  *Design Bits Online Course. Chapters 01 and 06* |
| Wed, May 1 | **May Day** | **No course activities** |
| Session 3:  02/05  09:00 – 12:00 | Design Thinking: how designers solve problems?  Framework for Innovation Double-Diamond, by the Design Council (UK). Part 01: Discover and Define. | *Readings before the session:*  *Brown, T. (2008). Design Thinking. Harvard Business Review.*  *Björklund, T. (2019). The foundations of design thinking. In: Design +: Organizational renewal and innovation through design. Aalto University*  *Design Council: What is the framework for innovation? Design Council’s evolved Double Diamond* [*https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond*](https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond)  *Design Bits online course: Chapter 05* |
| Session 4:  03/05  09:00 – 12:00 | Problem-space development for client project.  Framework for Innovation Double-Diamond, by the Design Council (UK). Part 02: Develop Deliver. | *Readings before the session:*  *Design Council: What is the framework for innovation? Design Council’s evolved Double Diamond* [*https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond*](https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond)  *Design Bits online course: Chapter 04*  *Assignment: Critical reading #1 uploaded on MyCourses before 23:55* |
| Session 5:  06/05  09:00 – 12:00 | Design Project - Kick-off |  |
| Session 6:  07/05  09:00 – 12:00 | Design operations: how organizations incorporate design competencies.  Guest speaker: Harri Kiljander. CEO and Founder of Alpha Design Partners | *Readings before the session:*  Stickdorn, Marc, Adam Lawrence, Markus Edgar Hormess, and Jakob Schneider. Chapters 01 and 02. In: This Is Service Design Doing : Applying Service Design Thinking in the Real World : a Practitioners’ Handbook Sebastopol, CA: O’Reilly Media, Inc., 2018. |
| Session 7:  08/05  09:00 – 12:00 | Design Project – Mid-Presentation | *Assignment: Mid-presentation uploaded on MyCourses before 23:55* |
| Thu, May 9 | **Ascension** | **No course activities** |
| Session 8:  10/05  09:00 – 12:00 | Design Project team reviews – 1:1 with teacher and colleagues | *Assignment: Critical reading #2 uploaded on MyCourses before 23:55* |
| Session 9:  13/05  09:00 – 12:00 | Ecosystems in design  Guest speaker: Anna Kholina – Senior Service Designer at Futurice |  |
| Session 10:  14/05  09:00 – 12:00  **13:00 – 15:00** | Design Project team reviews – 1:1 with teacher and colleagues |  |
| Session 11:  15/05  09:00 – 12:00  **13:00 – 16:00** | Design Project final presentation | *Assignment: Final-presentation uploaded on MyCourses before 23:55* |
| Session 12:  16/05  09:00 – 12:00 | Review session in preparation for the course exam.  Open session on topic defined by students on week 01. |  |
| Session 13:  17/05  09:00 – 12:00 | Course exam. | *Assignment: Exam handled to the teacher before 12.00* |

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| **Grading** | | |
| **Course Requirements** | | Weighting (%) or maximum points |
| Critical reading #1 assignment | | Max. 10 points |
| Critical reading #2 assignment | | Max. 15 points |
| Design Project – Mid presentation | | Max. 20 points |
| Design Project – Final presentation | | Max. 30 points |
| Exam | | Max. 25 points |
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| Total | | 100 |
| |  |  | | --- | --- | | **Conversion scale** | **Final grade**  **(official scale)** | | 90 - 100 | 5 | | 80 - 89 | 4 | | 70 - 79 | 3 | | 60 - 69 | 2 | | 50 - 59 | 1 | | 0 - 49 | 0 | |  | | | | |
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| **ECTS STUDENT WORKLOAD** | |
| This course is a 6 ECTS unit course, following the ECTS (European Credit Transfer System) guidelines of Aalto University School of Business. The number of hours the average student is expected to work in the course is 160 (including in-class and out-of-class work). | |
| **Types of Hours** | **Number of Hours** |
| **Contact hours (on- and off-campus):** | **45** |
| **Out-of-class hours:** | **115** (Sum of fields below) |
| Work with course materials, e.g. required reading | 20 |
| Exam preparation | 10 |
| Individual research & writing | 25 |
| Team projects (meetings, research, preparation, etc.) | 60 |
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| **Total of all student workload (contact and out-of-class) hours:** | **160** |

**ACADEMIC POLICY STATEMENTS**

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| **CODES OF CONDUCT** |
| Academic excellence and high achievement levels are only possible in an environment where the highest standards of academic honesty and integrity are maintained. Students are expected to abide by the Aalto University Code of Academic Integrity, other relevant codes and regulations, as well as the canons of ethical conduct within the disciplines of business and management education.  In addition, the BScBA Program has strict exam regulations in force which must be followed in all test-taking situations. |

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| **TEXTBOOK POLICY** |
| All required textbooks and other course materials are the responsibility of the student. It is the expectation of faculty that all students will have access to the textbooks and other reading material. If a student is not able to purchase his/her own copy of the textbook or other required reading materials, it is nonetheless the student’s responsibility to find a way to complete the reading for the course. |

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| **CLASS ATTENDANCE AND PARTICIPATION** |
| Class attendance and participation are considered integral parts of teaching and learning at the BScBA program in Mikkeli. Therefore, regular class attendance is required of all students and attendance records are kept for each class. Students are also expected to be in class on time.  If the student participates in the final exam/assessment, it will be graded and counted towards the final grade.  The attendance policy of the BScBA program provides that:     1. **A maximum of three absences of any kind** is allowed for a 3-week, 6-credit course. Four or more absences will result in being dropped from the course. 2. Whenever taking an absence, **the student bears the risk of missing class**, and the consequences, which may include a lower participation grade, missing a graded activity, etc. It is up to the course instructor to decide whether or not a graded activity can be completed later. 3. **An absence on the first day of the course** will result in 5 points (on a 100-point scale) being deducted from the student’s final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction. 4. **A student getting to class after the session has started** will not be able to enter the classroom until the first break and will get an absence for the day. 5. It is expected that **students marked present for the day are in class the entire time.** Students leaving class early may be marked absent. 6. **The instructor may include class participation as a component of the grade;** up to 15% of the total points that can be earned toward the final grade. 7. **The instructor may identify up to three days of the course (in addition to the first day) as mandatory,** ie taking an absence on those days would have a direct impact on the course grade.   The instructor for the course will take attendance in classes. The decision to drop a student from a course will be made by the instructor, who will inform Mari Syväoja, Manager of Academic Operations: [mari.syvaoja@aalto.fi](mailto:mari.syvaoja@aalto.fi).  **Addition to the attendance policy of the BScBA Program, Mikkeli Campus:**   * This addition concerns absences in addition to the normal maximum of three that would fall under a category called **Medical and Family Emergency cases**. * Students who want to use this option to complete a course must fulfil these criteria:   + The total absences of the student will exceed the normally allowed three absences due to a major medical problem or family emergency.   + The student will be absent no more than 5 days; exceeding that number of days will result in dropping the course.   + Documentation or a detailed explanation concerning the entire period of the emergency (such as a medical certificate) is provided to the Manager of Academic Operations. * The case-by-case solution will be coordinated by the Manager of Academic Operations, who will deal with the documentation and discuss with the instructor to find a pedagogical solution enabling the student to continue in the course. In case the MAO is on leave, the student should contact the other study office staff. * The solution must not cause a significant increase in the instructor’s workload. The grading elements for the course may be reviewed, and additional assignments may be arranged if feasible. However, a shifting of grading proportions may occur. The course grade might be affected due to the student missing some in-class activities. |
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