

Course Title		
MLI-C1203	Strategic Design Management	6 cr
Learning Outcomes and Content		
<p>Outcome: 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.</p> <p>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.</p>		

Instructor Name and Profile
<p><b>Paulo Roberto Nicoletti Dziobczenski</b> 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.</p> <p>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.</p> <p>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.</p> <p>Paulo currently works as Designer in Residence at Aalto University. He is responsible for the <a href="#">Design Inside</a> project, which has the goal of spread the word about the relevance of design across Aalto. Paulo is the teacher in charge of <a href="#">Design Bits</a>, an introduction to design online course at Aalto University. More recently, Paulo is organizing <a href="#">DesignTalks</a>, a series of open lectures about the relevance of design.</p> <p><a href="http://paulodzi.com">paulodzi.com</a> <a href="https://twitter.com/paulodzi">@paulodzi</a></p>

## Email Address

paulo.dziobczenski@aalto.fi

## Office Hours

Office hours to discuss topics related to the course before the lectures (noon to 13:00) on campus on Mondays, Tuesdays, Wednesdays and Thursdays.

## Required Readings

### **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.

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.

Minor changes can be made before the course starts

Course Schedule		
Session # and Date	Topic/s	Assignment/s
<b>Week 01</b>		
<p>#1 03/01 13:00 – 16:00</p> <p>The current attendance policy for 2021-22 will be in force in module 6 (max three absences during the course), with one exception to allow some flexibility considering the transition back to campus: an absence on the first day of class in module 6 will <b>not</b> result in a 5-point deduction. This applies only to module 6. NOTE. Missing class the first day will count as an absence in any case.</p>	<p>Introduction to the course.</p> <p>Introduction to Design: Why design is relevant?</p> <p>Team building exercise.</p> <p>Presentation of the client project.</p> <p>Presentation of critical reading assignments.</p>	
<p>#2 04/01 13:00 – 16:00</p>	<p>Design Management: how to manage design?</p> <p>Design adoption: how organizations incorporate design competencies.</p> <p>Guest speaker: Taija Turunen, Professor of Design Management at Aalto Business School</p>	<p><i>Readings before the session:</i></p> <p><i>Dorst, K. (2015) Chapter 3: Lessons from design. In: Frame innovation: Create new thinking by design. MIT Press.</i></p> <p><i>Björklund, T. (2019). The changing role of design. In: Design +: Organizational renewal and innovation through design. Aalto University</i></p> <p><i>Design Bits Online Course. Chapters 01 and 06</i></p>

<p>#3 05/01 13:00 – 16:00</p>	<p>Design Thinking: how designers solve problems?</p> <p>Framework for Innovation Double-Diamond, by the Design Council (UK). Part 01: Discover and Define.</p>	<p><i>Readings before the session:</i></p> <p><i>Brown, T. (2008). Design Thinking. Harvard Business Review.</i></p> <p><i>Björklund, T. (2019). The foundations of design thinking. In: Design +: Organizational renewal and innovation through design. Aalto University</i></p> <p><i>Design Council: What is the framework for innovation? Design Council's evolved Double Diamond</i>  <a href="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</a></p> <p><i>Design Bits online course: Chapter 05</i></p>
<p>Thursday, Jan 6</p>	<p><b>Epiphany</b></p>	<p>No course activities</p>
<p>#4 07/01 13:00 – 16:00</p>	<p>Clients visiting the course and presenting their cases.</p>	<p><i>Assignment: Critical reading #1 uploaded on MyCourses at 23:55</i></p>
<p><b>Week 02</b></p>		
<p>#5 10/01 13:00 – 16:00</p>	<p>Problem-space development for client project.</p> <p>Framework for Innovation Double-Diamond, by the Design Council (UK). Part 02: Develop Deliver.</p>	<p><i>Readings before the session:</i></p> <p><i>Design Council: What is the framework for innovation? Design Council's evolved Double Diamond</i>  <a href="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</a></p> <p><i>Design Bits online course: Chapter 04</i></p>
<p>#6 11/01 <b>13:00 – 17:30*</b>  <b>*exceptional hours</b></p>	<p>Client project review – 1:1 with teacher and colleagues.</p> <p>Group-peer review activity.</p>	<p><i>Book a team review session with the teacher.</i></p>

<p>#7 12/01 <b>14:00 – 17:00*</b></p> <p><b>*exceptional hours</b></p>	<p>Service Design: how to design services adoption a user-centered approach.</p> <p>Guest speaker: Jane Vita – Senior Service Designer at VTT</p>	<p><i>Readings before the session:</i></p> <p>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.</p> <p><i>Assignment: Critical reading #2 uploaded on MyCourses at 23:55</i></p>
<p>#8 13/01 13:00 – 16:00</p>	<p>Client project development in class.</p> <p>Peer-review of the work by teacher and colleagues and activities to prepare for mid-term presentation.</p>	
<p>#9 14/01 <b>13:00 – 17:30*</b></p> <p><b>*exceptional hours</b></p>	<p>Client project mid-presentation for clients</p>	<p><i>Assignment: Mid-presentation uploaded on MyCourses at 23:55</i></p>
<p><b>Week 03</b></p>		
<p>#10 17/01 13:00 – 16:00</p>	<p>Ecosystems in design</p> <p>Guest speaker: Anna Kholina – Senior Service Designer at Futurice</p>	
<p>#11 18/01 13:00 – 16:00</p>	<p>Review session in preparation for the course exam.</p> <p>Open session on topic defined by students on week 01.</p>	
<p>#12 19/01 <b>13:00 – 17:30*</b></p> <p><b>*exceptional hours</b></p>	<p>Client project team reviews – 1:1 with teacher and colleagues</p>	<p><i>Book a team review session (30 minutes) with the teacher.</i></p>

#13 20/01 <b>13:00 – 17:30*</b>  <b>*exceptional hours</b>	Client project final presentation for clients.	<i>Assignment: Final-presentation uploaded on MyCourses at 23:55</i>
#14 21/01 13:00 – 16:00	Course exam.  This is not a traditional exam (multiple choice questions). Students will receive a topic and have to write an essay.  Readings from the course should be included in the answer. Students can consult the course material during the exam.	<i>Assignment: Exam uploaded on MyCourses at 16:00</i>

<b>Grading</b>	
<b>Course Requirements</b>	Weighting (%) or maximum points
Critical reading #1 assignment – Deadline 07/01	Max. 10 points
Critical reading #2 assignment – Deadline 12/01	Max. 15 points
Client project – Mid presentation – Deadline 14/01	Max. 20 points
Client Project – Final presentation – Deadline 20/01	Max. 30 points
Exam	Max. 25 points
<b>Total</b>	<b>100</b>
<b>Conversion scale</b>	<b>Final grade (official scale)</b>
90 - 100	5
80 - 89	4
70 - 79	3
60 - 69	2
50 - 59	1
0 - 49	0

<b>ECTS STUDENT WORKLOAD</b>	
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).	
<b>Types of Hours</b>	<b>Number of Hours</b>
<b>Contact hours (on- and off-campus):</b>	<b>45</b>

<b>Out-of-class hours:</b>	<b>115</b>
Work with course materials, e.g. required reading	20
Exam preparation	10
Individual research & writing	25
Team projects (meetings, research, preparation, etc.)	60
<b>Total of all student workload hours</b>	<b>160</b>

## ACADEMIC POLICY STATEMENTS

### 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.

### 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.

### CLASS ATTENDANCE AND PARTICIPATION (2021 - 2022 Pilot)

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 (piloted in the academic year 2021 - 2022) 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.
- 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. [Not applied to courses starting on January 3, 2022]
- 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.**
  
- 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.

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).

***This new policy will be in use as a pilot process for the academic year 2021 - 2022 and will be evaluated after that.***