MLI-C1203 – Strategic Design Management

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Hello!

I prepared information in a questions/answers format about each of the assignments for the course.

We will go through each assignment in details on session #1 (03/01)

What is a Critical Reading Essay?

A critical reading essay is an essay based on your reading of a few texts (more about this soon). It is not a summary of the texts, although it includes a short summary. But more important, you critically assess the texts and asks critical questions. Let me give you an example, extracted from the book 'Critical Reading and Writing for Postgraduates', by Mike Wallace and Alison Wray. I highlighted some important parts:

You may already be a more critical reader than you realize. Take a look at this fictional advertisement and think about how you would respond to it.

WHY DO IT THE HARD WAY when you can be rich NOW!!!

It took me five years to make my first million. I made my second million in six weeks. Now I just can't stop making money. I own four luxury villas on three continents, five top-of-the-range sports cars and my own helicopter. Most important of all, the financial security of my family is ensured. Now I want to share my good fortune with you. By following my simple instructions you too can be a millionaire within just a few months. There is no risk and it just can't fail. I have already helped hundreds of people attain their dream of a new life. They are so grateful to me – no longer do they worry about domestic bills, healthcare or their children's education. Their future is certain. And yours can be too. Just call me on the number below, and I will send you my introductory pack free of charge. It will explain to you

how my failsafe method can bring you guaranteed wealth and happiness. Call now, and let your life change forever for the better.

The advertisement promises to make you a millionaire. Would you call the phone number? If not – or if you are not sure whether you would – why is that? The introductory pack is free. Your financial worries could soon be over. What would stop you picking up the phone?

The fact is that we do not necessarily take everything we read at face value, nor should we. Our life's experiences make us suspicious of advertisements like this. We might ask: 'Are you as rich as you claim? Why do you want to help people you have never met? Is your method legal and ethical? Is there really no risk? Would I just end up making you richer, at my own expense? If your method is so wonderful, why have I never heard of it before? What will you do with my personal details once I give them to you? How much will the phone call cost?'

These are all critical questions. They indicate that you can see more in a text than is presented on the surface. You are looking for a hidden agenda, the author's real purpose. You are relating what you read to what you already know about the world. It is a sad reflection upon that world, perhaps, but we rarely expect to get something for nothing and we sometimes expect that people will try to trick us.

What texts should I read?

There are 7 texts you will have to include in your essay.

- o Brown, T. (2008). Design Thinking. Harvard Business Review.

- o Björklund, T. (2019). The changing role of design. In: Design +: Organizational renewal and innovation through design. Aalto University

- o Björklund, T. (2019). The foundations of design thinking. In: Design +: Organizational renewal and innovation through design. Aalto University

- o 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

- o Dorst, K. (2015) Chapter 3: Lessons from design. In: Frame innovation: Create new thinking by design. MIT Press.

- o 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.

- o 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.

What is the structure of the reading essay?

Well, there is no 'correct' way of doing that. But your text should answer these questions:

- What is the main argument from the texts? Think about what are they trying to sell you? What do the authors want you to think/do/agree after reading the texts?

- What is the 'hidden agenda' of the author? For example, Tim Brown, author of the first text, is one of the founders of IDEO, a world-recognized design agency providing design thinking services for their clients. Why is he writing a text about the value of Design Thinking? Why did he decided to write for Harvard Business Review audience? My guess is that he is trying to sell his company's services to business people. But you might find different motivations. ;)

- How does the content of the texts is related to what you previously know? Did you find some new information that contradicts something you always believed? For example, you might think that Design Thinking was about putting post-its on a wall, but after reading Björklund you might think differently.

- What questions would you ask the authors? Go back to the example earlier, from the book 'Critical Reading and Writing for Postgraduates' on how the authors asked critically questions for the fictitious assignment.

How many pages should I write?

Maximum of 5 pages. Be reasonable on font size/paragraph spacing/etc. I'm a graphic designer and I notice these kind of things ;)

#Aren't 7 texts a lot to read?

No, they are all short book chapters written for a general audience. Meaning not extremely theoretical texts written for academics. Plus, these 7 texts are all mandatory readings for our sessions, so you will come more prepared for classes.

How my essay will be graded?

Essays will be graded according to the depth and connection to **all** the readings – making references to previous texts are extremely important. Also, I will look at how **critical** you are to previous texts: this does not mean that you need to agree/disagree with all the texts. It is important that you reflect on the texts + connect it to your previous learnings. Simply **summarizing** the texts is not the point of this assignment.

What should I do if I have a specific question about this assignment?

Post it on Miro and I will answer there or in our next class.

Assignment #2 – Critical Reading Essay (2/2)

15 points

Deadline 12/01 (Wednesday) 23:55 -> MyCourses

Another Critical Reading Essay?

Yes, but now the **only thing that changes** is the list of texts to read. Check the instructions from Assignment #1 above.

What texts should I read?

This time, you have options:

- One chapter from Part 01 of the book 'The Handbook of Design Management'(see image below). Editorial Introduction is not a chapter.

PART I: TRADITIONS AND ORIGINS OF DESIGN MANAGEMENT

Editorial Introduction
Sabine Junginger and Rachel Cooper

A Place for Design in Management Education?
L. Bruce Archer

Design Management: Why Is it Needed Now?
Michael Farr

Silent Design
Peter Gorb and Angela Dumas

The Designer and Manager Syndrome
Sir Misha Black

Organising Design Activities
Mark Oakley

Design: A Powerful but Neglected Strategic Tool
Philip Kotler and G. Alexander Rath

Into a Changing World
James Pilditch

- From Design Bits online course - https://designbits.aalto.fi/ - Chapters 01, 02 and 07. Plus, you need to select at least one of the pillars (chapters 03, 04, 05 and 06).

- These two texts:

  o 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.

  o 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.

What should I do if I have a specific question about this assignment?

Post it on Miro and I will answer there or in our next class.

Assignments #3 and #4 – Client Project

50 points (20 mid-term presentation + 30 final presentation)

Deadline for #3 14/01 (Friday) 23:55 -> MyCourses

Deadline for #4 20/01 (Thursday) 23:55 -> MyCourses

Who is my client?

You will be working with a few clients from Mikkeli this year. We will make the matchmaking between groups and clients during session #1 (03/01). Here is the current list of projects for the course:

1. City in a box. Case 1: Customer Journey

2. City in a box. Case 2: Scalability

3. Second home living in South Savo – Laiturilla. Case 1: Services

4. Second home living in South Savo – Laiturilla. Case 2: Sustainability

5. Second home living in South Savo – Laiturilla. Case 3: Remote work

6. City of Mikkeli for young adults (18 – 34 years old).

Will I be working in a group?

Yes, the groups will be defined during session #1

What are we doing for the clients?

Each client will bring an open-ended question/challenge for our course. Using the double-diamond model sessions #3 and #5) we will first explore the problem, then later propose solutions. The solution can be anything (as long it is argued properly on your research). Based on last year cases, students solved clients' challenges by services or products, mostly digital.

What happens on 07/01?

You will meet your clients, either face-to-face or via Zoom. Be ready to ask questions, agree on how to work together (dates for meetings, e-mail, phone, language, etc.)

What happens on 14/01?

We invited all the clients to watch and, more importantly, give feedback on your work. On this day, you will present the first part of the double-diamond: Discover and Define. If you have advance on the second part – Develop and Deliver - already, even better. Each group will have 30 minutes (20 minutes to present and 10 minutes for answering questions)

What happens on 20/01?

On that day the clients will come to watch your final presentation. Each group will have 30 minutes (20 minutes to present and 10 minutes for answering questions).

How my project will be graded?

The project will be graded based on the (1) process and (2) outcome. Regarding the former, I will evaluate your development process: how you used the double diamond model and tools during the course. About the latter, I will evaluate your solution and how well you present it: why is this the best solution for the problem?

What should I do if I have a specific question about this assignment?

Post it on Miro and I will answer there or in our next class.

Assignments #5 – Exam

25 points

Deadline 21/01 (Friday) 16:00-> MyCourses

Is this a traditional exam?

No, there will be no multiple-choice questions. Plus, you can use your notes, course materials (slides, articles) and previous assignments (I am looking at you assignments #1 and #2).

How will it work?

On our last day of the course – Friday 21st – we will meet at campus and you will receive a topic and write an essay. You will have 3 hours to write the essay and upload it to MyCourses (by hand or as a PDF).

How my exam will be graded?

Similar to how the critical reading essays will be graded.