

## Syllabus (version 0.6)

### Course description

<b>Course title</b>	Management and Design
<b>Course code</b>	27245
<b>Scientific sector</b>	SECS-P/08
<b>Degree</b>	Master in Entrepreneurship and Innovation
<b>Semester and academic year</b>	1st semester, ay 2020-21
<b>Year</b>	2nd study year
<b>Credits</b>	6
<b>Modular</b>	No

<b>Total lecturing hours</b>	36
<b>Total lab hours</b>	0
<b>Total exercise hours</b>	0
<b>Attendance</b>	suggested, but not required
<b>Prerequisites</b>	not foreseen
<b>Course page</b>	<a href="https://www.unibz.it/de/faculties/economics-management/master-entrepreneurship-innovation/course-offering/?academicYear=2020">https://www.unibz.it/de/faculties/economics-management/master-entrepreneurship-innovation/course-offering/?academicYear=2020</a>

<b>Specific educational objectives</b>	<p>The course refers to the typical educational activities chosen by the students as an elective choice. While the course formally belongs to the scientific area of Management and Business Administration, this syllabus, namely the learning outcomes and the contents, are the results of a joined, interdisciplinary effort.</p> <p>The course defines an emerging area that connects the management field to the theory and the practice of design, in particular with respect to the design and the management of innovative and complex projects. While the course is teaching the students to reflect on the relevance of this emerging theoretical and practice-based field, it is designed for providing the students with professional skills and multidisciplinary knowledge.</p> <p>According to the contemporary understanding, management and design can be connected in various ways. First, exploring design firms from a business perspective. Second, approaching the management of complex projects that organizations face, through the perspective offered by the design theory. A third, increasingly popular, context where design and management appear intertwined is associated to design thinking, that differently refers to a selection of methods that support new idea generation processes. The academic literature as well as the professional experience</p>
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have highlighted additional contexts where design and management attitudes coexist or are confronted.

The education objectives of this course certainly cover an exploration of all these orientations.

The educational objectives of this course are here highlighted:

**1.(11.11)**

**(Team of course lecturers)**

**MAD: approach and perspectives.**

**Complementarity and incompatibilities between design logic and management logic**

*Management theory and practice beyond efficiency, optimization and the Olympian choices of rational agents. Design theory and practice beyond new product development. Herbert Simon's approach to the architecture of complexity offers one important bridge of connection between the two logics. Donald Schön, on the other hand, provides another insightful space of intersection, grounded on different epistemological premises.*

**(Sophia Schmidt and Sarah Ferreira Jacobs)**

**2. (17.11)**

**Design Management - Taking Charge of Processes and People**

Design management is the business side of design. Along this perspective design managers tackle three major challenges: first, ensuring that design strategy and activities are in keeping with the larger business strategy. Second, ensuring the quality of the outcomes of design activities. Third, ensuring that user experience is prioritized and ensuring that it is user needs that create new products and differentiation from the competition.

**(Filippo and Margherita)**

**3. (19.11)**

**Design to change (Valeria Cavotta with Alessandro Narduzzo).**

*In the last decades the role of strategic planning has been strongly reconsidered due to its limitations when dealing with uncertainty. Theory of change is introduced in order to discuss on the role of canvases as tools to represent the multidimensional complexity of projects and their evolutionary path.*

**(Sara Ametrano, Valentina Caneo)**

**4. (24.11)**

***Grasping the power of the relationship between design & different business fields (Emanuele Bianchi with Simone Simonelli).***

*The presentation took place on Nov. 18 and it takes 2 hours. In the third hour we discuss the contents through the critical frameworks introduced in class 1 and 2.*

**5. (25.11)**

***MAD: from the ideation to the market (Pietro Corraini with Emanuela Rondi)***

*A reflection on the value chain (ideation, operations, logistics, market and post-market activities) of a creative business from the perspective and the experience of a designer.*

***(Lorena Serafini, Federica Zampedri)***

**6. (1.12)**

***Management and design in MNEs and SMEs, from a designer perspective (Marco Fogaccia with Emanuela Rondi)***

*Multinational enterprises and Small medium enterprises are increasingly considering design as a source of competitive advantage. Nevertheless, size matters in many ways, from the goal setting, to decision-making processes, from management of the projects to the output evaluation.*

***(Chiara Malin, Martina Pietrogiovanna)***

**7. (2.12)**

***Design in between (Alessandro Mason, together with Valeria Cavotta)***

*Starting from a selection of projects realized in 10 years of activity of design, design development and small scale manufacturing, we will try to analyze and break down complex systems in which design becomes a necessary tool to concretize ideas, create synthesis, and give shape. The projects presented are empirical attempts, which have given us the opportunity to explore territories that do not belong exclusively to an area of intervention but that fits in between disciplines. The aim is to start a discussion investigating and expanding the possibilities of non-linear applied strategies.*

***(Marlene Klotz, Anna Teresa Messmer)***

**8. (7.1)**

***Managing the Unmanageable. (Klaus Hackl with Alessandro Narduzzo).***

*We will engage in a discussion about the difficulties and perspectives of transferring management knowledge to the field of design practice in general and artisanal small-*

	<p>scale production in particular.  <b>(Sofie Caroline Buessing, ###)</b>  <b>(Emanuele Abrami, Stefan Arnaut)</b></p> <p><b>9. (11.01)</b>  <b>State of the art on MAD as a discourse and a field.</b>  <b>(Alessandro Narduzzo with ###)</b>  <i>Critical review of the MAD syllabi and position papers to reflect on the state of the art of this sub-field.</i></p> <p><b>10. (12.1)</b>  <b>Design Thinking: a critical review on historical roots and future perspectives (Klaus Hackl with Emanuela Rondi, Alessandro Narduzzo)</b>  <i>We take a critical look at Design Thinking, an opposing movement aimed at transferring creative problem-solving strategies from design to the management of teams, knowledge and innovation as well as complexities in companies.</i>  <b>(Luca Geroni, Chiara Comberlato)</b></p> <p><b>11. (13.1) – AN time problems</b>  <b>Francesco Faccin – Old skills, new fields.</b>  <i>In an age of great uncertainty for anyone who sells or make products, we are forced to make radical changes to stay competitive.</i>  <i>Hence the need to know how to reinvent a business, maintaining the skills and the knowhow acquired over the years knowing how to use them to develop new products for new target markets.</i>  <i>Starting from the case of the Honey Factory and from my personal experience, we will analyze some emblematic cases of entrepreneurs and companies who had been able to seize the moment to reinvent their business.</i>  <b>(Luca Cristofolletto, Giacomo Giubilei)</b></p> <p><b>12. (14.01)</b>  <b>MAD Wrap-up – Projects presentation</b>  <b>(with Alessandro Narduzzo)</b>  <i>Review of the content of the course through the presentation of the students' papers</i></p>
<p><b>Lecturers and guest speakers</b></p>	<p><b>Alessandro Narduzzo, <a href="mailto:anarduzzo@unibz.it">anarduzzo@unibz.it</a></b>          (coordinator);</p> <p><b>Valeria Cavotta, <a href="mailto:valeria.cavotta@unibz.it">valeria.cavotta@unibz.it</a></b>  <b>Pietro Corraini, <a href="mailto:pietro.corraini@unibz.it">pietro.corraini@unibz.it</a></b>  <b>Francesco Faccin, <a href="mailto:francescoalexandro.faccin@unibz.it">francescoalexandro.faccin@unibz.it</a></b>  <b>Klaus Hackl, <a href="mailto:klaus.hackl@unibz.it">klaus.hackl@unibz.it</a></b>  <b>Alessandro Mason, <a href="mailto:alessandro.mason@unibz.it">alessandro.mason@unibz.it</a></b>  <b>Emanuela Rondi, <a href="mailto:emanuela.rondi@unibz.it">emanuela.rondi@unibz.it</a></b></p>

<b>Scientific sector of the lecturer</b>	SECS-P/08
<b>Teaching language</b>	English
<b>Office hours</b>	please refer to the lecturer's web page
<b>Lecturing assistant</b>	Not foreseen
<b>Teaching assistant</b>	Not foreseen
<b>Office hours</b>	18 (please refer to lecturers timetable)
<b>List of topics covered</b>	
<b>Teaching format</b>	<p>The course consists of two complementary sides: a critical review of the academic and professional literature, and a series of experience-based lectures that reflect on specific projects and professional where management and design logics coexist and coevolve.</p> <p>Ideally, each class is structured in 3-hour meetings characterized by the co-presence of lecturers to favor a conversation between design and management logics. Students are actively involved in projects that dig into the the presented topics.</p>
<b>Learning outcomes</b>	<p>Knowledge and understanding of strategic design as a systemic phenomenon involving the coexistence of management and design logics.</p> <p>Applying knowledge and understanding to confront and analyse different approach to reason on the relationship between design and management in the contemporary business.</p> <p>Making critical and autonomous judgments in the analysis of empirical cases of management design and in the comparison of theoretical models and perspectives.</p> <p>Communication skills to describe concepts and models and to present in a persuasive and proper way the results of critical analyses of strategic design.</p> <p>Learning skills to deepen in an autonomous way a critical understanding of theoretical models on the design and the management of complex problems in VUCA contexts.</p>
<b>Assessment</b>	<p>Attending students: Written final exam (50%) and project (50%). Final exam consists of open questions on the topics and the readings discussed in class. It takes ca. 60 minutes.</p> <p>Final project consists of a paper, developed around one of the topics of the course. Students work in team of 2 people. The structure, content and deadline of the paper are communicated at the beginning of the course. Deadline for uploading the paper on Teams: Feb 9<sup>th</sup>, 2021.</p> <p>Non-attending students: written final exam (100%)</p>

	Final exam consists of open questions on the readings listed in the Syllabus. It takes ca. 90 minutes.
<b>Assessment language</b>	English
<b>Evaluation criteria and criteria for awarding marks</b>	Criteria used to evaluate the final exams are: a) fit with the question, b) ability to synthesize concepts and arguments, c) ability to connect and reflect on theories and cases.

<b>Provisionary list of readings</b>	<ul style="list-style-type: none"> <li>• <i>Simon, H.A., 2019. The sciences of the artificial. MIT press.</i></li> <li>• <i>Bason, C. and Austin, R.D., 2019. The Right way to lead design thinking. Harvard Business Review, 97(2), p.82+.</i></li> <li>• <i>Boland R. J. and Collopy, F. ed., 2004. Managing as designing. Redwood City, CA: Stanford University Press.</i></li> <li>• <i>Buchanan, R., 1992. Wicked problems in design thinking. Design issues, 8(2), pp.5-21.</i></li> <li>• <i>Buchanan, R., 2015. Worlds in the making: Design, management, and the reform of organizational culture. She Ji: The Journal of Design, Economics, and Innovation, 1(1), pp.5-21.</i></li> <li>• <i>Dorst, K., 2011. The core of 'design thinking'and its application. Design studies, 32(6), pp.521-532.</i></li> <li>• <i>Dorst, K., 2019. Design beyond design. She Ji: The Journal of Design, Economics, and Innovation, 5(2), pp.117-127.</i></li> <li>• <i>Lenfle, S., Le Masson, P. and Weil, B., 2016. When project management meets design theory: revisiting the Manhattan and Polaris projects to characterize 'radical innovation' and its managerial implications. Creativity and Innovation Management, 25(3), pp.378-395.</i></li> <li>• <i>Meng, J.C.S., 2009. Donald Schön, Herbert Simon and the sciences of the artificial. Design Studies, 30(1), pp.60-68.</i></li> <li>• <i>Fraser H. 2006. Turning Design Thinking into Design Doing, Rotman Magazine, Spring/Summer, 24-29.</i></li> <li>• <i>Micheli, P., Wilner, S.J., Bhatti, S.H., Mura, M. and Beverland, M.B., 2019. Doing design thinking: Conceptual review, synthesis, and research agenda. Journal of Product Innovation Management, 36(2), pp.124-148.</i></li> <li>• <i>Liedtka, J., 2015. Perspective: Linking design thinking with innovation outcomes through cognitive bias reduction. Journal of product innovation management, 32(6), pp.925-938.</i></li> <li>• <i>Glen, R., Suci, C. and Baughn, C., 2014. The need for design thinking in business schools. Academy of</i></li> </ul>
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*Management Learning & Education, 13(4), pp.653-667.*

- *Carlgren, L., Rauth, I. and Elmquist, M., 2016. Framing design thinking: The concept in idea and enactment. Creativity and Innovation Management, 25(1), pp.38-57.*
- *Schön, D., 1983. The Reflective Practitioner How Professionals Think in Action. Temple Smith. London.*
- *Zott, C. and Amit, R., 2010. Business model design: an activity system perspective. Long range planning, 43(2-3), pp.216-226.*

### **Supplementary readings**