

MA Design Management

Programme Specification 2020/21

Awarding Body	University of the Arts London
College	London College of Communication
School	University of the Arts London
Programme	Branding and Design Innovation (L064)
FHEQ Level	Level 7 Masters
Course Credits	180
Mode	Full Time
Duration of Course	1 year
Valid From	September 1st 2020
Course Entry Requirements	<p>The MA Design Management team recognise that applicants come from a broad spectrum of backgrounds from across the world. We are actively seeking open-minded graduates from diverse academic and industry/professional backgrounds who want to explore design management at a high level.</p> <p>A key characteristic of our candidates will be their desire to work across disciplines and professional boundaries, to explore the future changes of design management. Educational level may be demonstrated by:</p> <ul style="list-style-type: none"> • Honours degree; • Possession of equivalent qualifications; • Prior experiential learning, the outcome of which can be demonstrated to be equivalent to formal qualifications otherwise required; • Or a combination of formal qualifications and experiential learning which, taken together, can be demonstrated to be equivalent to formal qualifications otherwise required. <p>APEL (Accreditation of Prior Learning)</p> <p>Applicants who do not meet these course entry requirements may still be considered in exceptional cases. The course team will consider each application that</p>

	<p>demonstrates additional strengths and alternative evidence. This might, for example, be demonstrated by:</p> <ul style="list-style-type: none">• Related academic or work experience• The quality of the personal statement• A strong academic or other professional reference• OR a combination of these factors <p>Each application will be considered on its own merit but we cannot guarantee an offer in each case.</p> <p>Language requirements</p> <p>All classes are conducted in English. If English is not your first language, we strongly recommend you let us know your English language test score in your application.</p> <p>If you have booked a test or are awaiting your results, please indicate this in your application. When asked to upload a CV as part of your application, please include any information about your English test score.</p> <p>IELTS 6.5 (or equivalent) is required, with a minimum of 5.5 in each of the four skills.</p> <p>If your first language is not English, you can check you have achieved the correct IELTS level in English on the Language Requirements page.</p> <p>For further details regarding international admissions and advice please visit the International Applications page.</p>
Selection Criteria	<p>Offers will be made based on the following selection criteria, which applicants are expected to demonstrate:</p> <ul style="list-style-type: none">• Sufficient prior knowledge and experience of and/or potential in a specialist subject area to be able to successfully complete the programme of study and have an academic or professional background in a relevant subject• Also to show a willingness to work as a team player, good language skills in reading, writing and

	<p>speaking, the ability to work independently and be self-motivated</p> <ul style="list-style-type: none"> • Critical knowledge of and enthusiasm for the subject area and capacity for research-led design, intellectual inquiry and reflective thought through: contextual awareness (professional, cultural, social, historical); evidence of research, analysis, development and evaluation (from previous academic study and employment) and a grounded understanding of the world of sonic, visual and networked culture and be able to engage in and contribute to critical discussion • In the project proposal a description of the area of interest, field of study and the particular focus of their intended project. This should include an overview of how you intend to go about producing the project and the methodology • The portfolio should be conceptual and research based, you must show your thinking and making process and a curious nature to explore, test and experiment.
<p>Scheduled Learning and Teaching</p>	<p>During your course you will engage with learning and teaching that includes both online and face-to-face modes. The advertised scheduled activity for the course will be delivered through a combination of live, synchronous and asynchronous on-line learning. This is often described as blended learning.</p> <p>Definitions of our learning and teaching modes can be found here.</p>

Awards and Percentage of Scheduled Learning

Year 1

Percentage of Scheduled Learning	20
Awards	Credits
Postgraduate Certificate (Exit Only)	60
Postgraduate Diploma (Exit Only)	120

Course Aims and Outcomes

The Aims and Outcomes of this Course are as follows:

Aim/Outcome	Description
Aim	Enable you to acquire a critical, analytical, and comprehensive knowledge and understanding of the global, historical, theoretical and professional contexts, and sustainable practices, in which design management and cultures is situated.
Aim	Provide you with the opportunity to work across media in the production and dissemination of your work and produce communications using sustainable processes widely used in industries and professional practices across both analogue and digital domains.
Aim	Systematically and creatively plan the design management and delivery of projects, acknowledging and mitigating the risks during the project management process.
Aim	Foster reflective design management practice through individual work, team working and external collaborations.
Aim	Equip you with the creative tools (visualisation, prototyping), knowledge, abilities and methods (creative, conceptual, theoretical, analytical, technical and organisational) and an understanding of the need to consider the impact of material choices , manufacturing processes and labour to produce effective solutions to set briefs.
Aim	Enable you to propose, research, develop, complete and present a self-directed design management project that reflects originality, critical analysis and evaluation, and academic rigour.
Aim	Provide you with the opportunity to develop as a professional practitioner within the field of design management and the creative and cultural industries.
Aim	Develop skills in entrepreneurial leadership so that you can critique the present, envision the future and plan and execute the necessary steps to effect change in a positive, inclusive and responsible manner.
Aim	Develop a robust, multidisciplinary academic framework in design management and cultures theory and practice to enable further research to MPhil and PhD level.

Outcome	Critically apply design research methods to design management problem definition and resolution within a private, public or third sector context (Enquiry, Process, Realisation, Knowledge, Communication)
Outcome	Demonstrate a comprehensive understanding of the appropriate use of design management principles, and critical and cultural theories/ tools for formulating concepts and ideas and delivering and evaluating projects (Enquiry, Process, Realisation, Knowledge, Communication)
Outcome	Utilise a broad range of research methods and analytical strategies to practical and theoretical problems in a range of media and formats (Enquiry, Process, Knowledge, Communication)
Outcome	Originate design management solutions through the application of research principles, methodologies and consideration and appropriate application of visualisation techniques, creative problem solving, co-designing, prototyping and evaluation techniques. (Enquiry, Process, Realisation, Knowledge, Communication)
Outcome	Engage in the critical reflection of your own work and peer review through team working and collaborations. (Process, Realisation, Communication)
Outcome	Present research and a self-directed major practical project and thesis in a range of media (film, reports, presentations) which has been rigorously planned, is academically informed, responsibly designed and offers outcomes and applications that meet professional contexts. (Enquiry, Process, Realisation, Knowledge, Communication)

	Distinctive Features
1	The MA Design Management course combines academic study and creative practice. The central tenets of study are design business and management, global cultures, histories and theories but this is learnt through practice and supports creative projects. This area of study, broadly known as Design Studies, is generally offered as a theoretical area of study only without creative practice.
2	The course offers a particularly interesting creative approach to design management, which can often be overly process-driven. The MA Design Management emphasises the importance of learning about and understanding cultures and histories relevant to every design project. This can provide students with greater insight into creative briefs and target audiences/markets, both aiding solutions and articulation.
3	At postgraduate level there is a wide choice of Design Management courses, however most courses focus on either design management or design history/cultural studies, and most are also theory only rather than a combination of theory and practice. There are few UK Design Management courses taught within the context of an art and design institution and this unique selling point differentiates this MA Design Management course from its competitors.
4	An added value aspect of the course is that you not only learn about design management practices such as leadership, strategic thinking, change management and project management but also gain hands on experience of creative practices in relation to the projects you are working on. This could involve technical skills such as drawing, photography and digital image creation, information design, typography, design and layout and website design for example. This experience will strengthen your skills in the communication and presentation of your own work and improve your management of design projects through a greater understanding of the work of the professional designers/creatives you will be commissioning and leading.
5	There is a growing demand for designers to have greater business skills and for managers to understand design. In 2018 Nesta produced a report entitled 'The Future of Skills Employment in 2030' which highlights judgment, decision-making, fluency of ideas and originality as key skills for the future. The MA Design Management will help you hone these skills.
6	The MA Design Management responds to international demand for design management at UK universities, the UK being a world-leader in design education and industries. The course at LCC has the advantage of being located in London, at the centre of the cultural and creative industries, and can benefit from easy access to the capital's significant design resources.

7	The course has a strong global emphasis through its cross-cultural and trans-national approach to unit content and projects and through international partnerships. Global links are established through industry, research and academic connections which enrich the course curriculum and provide opportunities for cultural exchange and shared projects.
8	Design management study can be dry and one-dimensional if heavily based on process and business theory alone. Combining projects with design cultures and histories offers the opportunity for a much deeper and more rewarding course of study, with a greater variety of career routes on graduating.
9	The MA Design Management offers numerous potential employment routes including opportunities for more entrepreneurial students who want to set up their own businesses and develop individual concepts. It also provides in-house design routes where design management skills are advantageous, as well as cultural positions and agency management jobs.
10	The course encourages links across the subject area through UG, PG and PhD levels. This is achieved through staff teaching across courses, contact between students including collaborating on projects and participating in critiques, PhD students giving talks and the creation of a shared research culture.

Course Detail

Design and innovation are key drivers of change generating commercial, social, cultural and ecological value. MA Design Management will give you a leading-edge insight, and the mindset and problem-solving skills needed to effectively work in a constantly evolving global environment.

The course combines academic study with creative and professional practice in a project-led curriculum that draws on a range of interdisciplinary perspectives from business and the arts.

When you join MA Design Management you will have the opportunity to pursue your own design research project; work on real-life business ideas and challenges and team up with fellow students and collaborators from design, business, marketing and IT backgrounds.

The content of the course reflects current knowledge, debates and issues within the disciplines.

You will interrogate, through practical projects, a range of perspectives including design research methods; design thinking for the cultural and creative industries; branding; the role of creative interventions in brand communications; trend forecasting; strategies for the management of brand experiences; design for social needs and sustainability; project management; entrepreneurship and innovation; change management; and design leadership.

Skills and employability

The course is designed to support employability and employer engagement, by developing both transferable skills and a strategic perspective of design leadership and management as well as broader transferable skills.

You'll develop research, analytical, communication, business, management and problem-solving capabilities that are directed towards careers within the cultural and creative industries.

You will be equipped with a set of practical skills in project management, change management, enterprise, leadership, branding and critical writing and practice.

You will also have the opportunity to customise your studies through a major project according to your own particular design interests and career aspirations.

Throughout the course there will be regular contact with industry professionals and guest speakers through various channels and events.

The growth of design management

Academic and instructional writing on design management has significantly increased, with articles on the subject appearing in major publications such as The Economist, Harvard Business Review, Business Week and The New York Times.

The continuing growth of the creative industries in the UK, (now estimated at 6% of GDP), has created employment opportunities for design leaders, design managers and innovative thinkers in this burgeoning sector.

The strength of demand for design management skills in a range of enterprises and organisations is reflected in the career sections of professional networking and employment sites.

Growing job opportunities, in turn, create a demand for educational courses such as MA Design Management, which prepares future design leaders and managers for work in both traditional and new economy models.

The last decade has witnessed a growing emphasis by government on the economic value of culture, at the same time as business and management studies are increasingly recognising social and cultural issues.

The course combines theory with practice, through projects which draw on perspectives from a range of disciplines across business and the arts; covering a breadth of topics from branding, design and innovation processes to anthropology, culture, history and meaning.

Design and cultural opportunities

Design managers oversee design teams and departments to create the optimum product presence, design or brand identity. They are responsible for the operation of corporate design functions and design agencies.

Design managers create quality and consistency of studio output and are required to have strong project management and communication skills.

Design leaders strategically champion design across an organisation as a means of innovation and differentiation. They stimulate and facilitate a culture of innovation, collaboration and enterprise within and across disciplines, cultures, companies and industries.

Professional roles that encompass design management skills include design managers, creative directors, heads of design, design strategists and researchers, in addition to executives with responsibility for making decisions about design and innovation.

Career opportunities that emerge from the study of design business and management are further strengthened by exposure to cultural and critical studies.

The latter is a diverse area that draws on sociology, anthropology, philosophy, politics, history and feminist theory and develops a discursive capacity for critical analysis and debate.

MA Design Management combines an understanding of management and organisation from perspectives drawn from business, the arts and humanities.

The curriculum has a professional focus with a strong emphasis on the development of leadership, management, communication and analytical skills.

Course Units

In 2019 UAL declared a Climate Emergency and pledged to 'make sustainability a required part of the student learning experience'. In response to the climate and ecological crisis the Design School set in place an ambitious Sustainability Action Plan to fully embed responsible practices within the curriculum and in everything we do. As part of this initiative we have updated our course handbooks against a set of social and environmental sustainability principles to ensure that learning outcomes reflect the urgent need to equip students with the understanding, skills and values to foster a more sustainable planet. Our aim is to change the way students think and to empower them to work towards a sustainable future.

MA Design Management is a four-term, full-time programme. Each course is divided into units, which are credit-rated. The minimum unit size is 20 credits. The MA course structure involves six units, totalling 180 credits.

Autumn, Term 1

Design Management and Innovation (40 credits)
Design Research Methods and Critical Practice (20 credits)

In the Autumn Term, you will critically engage with design thinking and concepts and principals of design management and innovation. You will experiment with a range of interdisciplinary research methods.

Spring, Term 2

Design Leadership, Enterprise and Culture (20 credits)
Collaborative Unit (20 credits)

At the start of the Spring Term, you will take the Collaborative Unit, which is common to all courses at master's level.

This is a group-based unit and may involve a live brief, external and or internal collaborators from the creative industries, cultural sector, public sector or commercial sector.

You will develop your understanding of leadership and management roles and the various ways in which design engages and interacts with stakeholders across various sectors and cultural contexts.

Summer, Term 3

Global Design Futures (20 credits)
Final Major Project: Proposal and Thesis (60 credits)

In the Summer Term, you'll consider how design management can bring about transformation within a global context.

You will apply your design research skills to explore trends and investigate the impact of and on design, and the drives behind the creation of social, political and cultural meaning.

You'll take the knowledge, skills and experience from the units studied to date on the course and bring these together in the production of a proposal for your self-directed major project that you will submit mid-way through the Summer Term.

You will then be assigned a tutor and develop this project which will culminate in a written thesis and an end of year show in Term 4.

Autumn, Term 4

Final Major Project and Thesis (continued)

If you are unable to continue or decide to exit the course, there are two possible exit awards.

A Postgraduate Certificate will be awarded on successful completion of the first 60 credits and a Postgraduate Diploma will be awarded on successful completion of the first 120 credits.

Learning and Teaching Methods

- Independent learning/self-directed study
- Personal tutorials
- Group tutorials
- Projects
- Group project work
- Live and simulated projects
- Sketchbooks
- Online presence
- Portfolio/body of work
- Self-initiated projects
- Seminars
- Lectures
- Workshops
- Study Visits
- Academic Support
- Moodle

Assessment Methods

- Practical project work and digital activities
- Prepared writing i.e. academic reports, essays etc.
- Responses to case studies
- Oral presentations
- Peer learning
- Personal presentations of prepared work
- Simulations and role plays
- Workshop based activities
- Written research projects
- The creation of a portfolio or collection of work, which may contain a number of different activities i.e. creative artefacts with supporting process documentation and/or reports and evaluations.

Reference Points

The following reference points were used in designing the course:

- The Learning and Teaching policies of the University of the Arts London
- The College policies and initiatives
- Level descriptors
- Benchmark statements

The University will use all reasonable endeavours to provide the Course and the services described in this Output. There may be occasions whereby the University needs to add, remove or alter content in relation to your Course as may be appropriate for example the latest requirements of a commissioning or accrediting body, or in response to student feedback, or to comply with applicable law or due to circumstances beyond its control. The University aim to inform you of any changes as soon as is reasonably practicable

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