



## Programme: Strategic Design and Entrepreneurship

## Title: Strategic Design and Consulting (Academy & CBS Class)

<b>Semester:</b> 2	<b>Period:</b> 5 February 2024 – 28 June 2024 <b>ECTS-points:</b> 15
<b>Contents:</b>  STRATEGIC DESIGN AND CONSULTING (Taught by CBS and Academy)  The students will work in cross-disciplinary teams over the course of a semester-long project with companies selected by faculty. In studio workshops, they will apply theoretical models and their derived tools to the project. This semester is focused on research-based learning of design processes in interaction with real-life stakeholders. Teaching will focus on process consultation and project management providing relevant techniques and models (e.g., business model innovation and practice theories related to architecture and design projects).  The semester is divided into the phases Discover, Define, Develop and Deliver, which form a common methodological framework for all students, regardless of their academic background or field of interest.  Groups develop a strategic plan and/or process outline, using the theory package provided. Feedback and formative evaluation will be given as part of panel sessions with external participants throughout the project process.  The workshops will cover both discussion of theoretical topics and practical design activities as prototyping. Groups will receive supervision on projects from different	<b>Learning Objectives:</b> <ul style="list-style-type: none"><li>• In developing a strategic proposal for, and in collaboration with an organisation, based on the challenge given by the organisation.</li><li>• In executing the project through an appropriate and argued application of design process models and entrepreneurship techniques, in order to develop the project.</li><li>• In developing and apply a plan for engagement, involvement and communication with relevant actors, such as stakeholders and users, in relation to the Academy students work on the strategic project proposal.</li><li>• In clearly and effectively communicating the project proposal and the design processes preceding it.</li><li>• In managing the development of the project, with special emphasis on stakeholder relations; cross-functional team management, time management and effective communication skills.</li><li>• In reflecting on the collaborative work as team, including the students' role as consultants to the organisation.</li></ul>



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angles: From the business/organisational side (CBS), from the practice-oriented side (Organisations) and from the artistic, design-related side (Academy).

During the project process, the students engage in a reflective approach to strategic design and the high complexity of a project process.

The students will work with a narrative approach, learning about mechanisms of storytelling. A central aim is to provide the students with tools for effective communication; how to present a process or a project, and as a tool to understand stakeholders and engage them in dialogue.

## Teaching forms:

TEACHING: The students will be working in cross-disciplinary teams, collaborating throughout the semester. In connection with the case/project, theory and methods will be introduced as it becomes relevant to each group's project process. The teaching will be a combination of intensive studio-based workshops stretching over several days, and group based supervision. The students will learn and reflect through academic analysis, concept development and interaction with professional stakeholders.

Students are expected to actively participate in and contribute to all study activities.

Participating in fellow students critique is expected.

**Attendance requirements:** (write only requirements for activities for which attendance is a prerequisite for attending the oral examination)

## Submission requirements:

Strategic Design and Project Management: written report (max 30 p, depending on group size)



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<p><b>Syllabus:</b> Min. 300 p. titles given in the semester plan.</p> <p>Literature within the following topics:</p> <ul style="list-style-type: none"><li>• Strategic design as concept.</li><li>• Business model innovation.</li><li>• Actor-network theory.</li><li>• Architecture and design theory relevant to projects and project contexts.</li></ul>	<p><b>Method of assessment:</b> Oral examination, 75 minutes</p> <p><b>Grading:</b> Danish 7-point grading scale</p> <p><b>Censor:</b> Internal</p>



**Programme:** Strategic Design and Entrepreneurship

**Title:** Strategic Design, Law and Ethics (CBS Class)

<b>Semester:</b> 2	<b>Period:</b> Course schedule will be posted at <a href="http://calendar.cbs.dk">calendar.cbs.dk</a> / <b>ECTS-points:</b> 7,5
<p>STRATEGIC DESIGN, LAW AND ETHICS (Taught by CBS)</p> <p>This course considers design and architecture in the light of sustainability, technology, law, culture and social value paying heed to theoretical as well as strategic potentials.</p> <p>The aim will be to provide students with an understanding of contemporary societal contexts of design and architecture.</p> <p>Course lectures will provide opportunities to examine and discuss the ways that social, cultural and legal frameworks condition the creation of intellectual properties as well as societal value in design entrepreneurship and design businesses.</p> <p>In particular, theories of sustainability in design and architecture, intellectual property law and models for design and architecture as agents of social change will be investigated as approaches for sustaining the cultural, societal and commercial value of design and architecture. Based on a solid understanding of diverse approaches and their interplay, the course will examine their application and implications for design and architecture in order to enable students to act strategically as future design entrepreneurs.</p> <p>Real-life cases and site visits (when available) will complement readings and class activities in demonstrating the contribution of design and architecture to redirecting social and cultural practices, to communicate the value of sustainable designs and sustainable architecture and to strengthen social cohesion in contemporary society. Ultimately, the course will enhance students' understanding of and interaction with societal and legal contexts that are relevant for design entrepreneurship.</p>	<p><b>Learning objectives:</b></p> <p>Define and compare theoretical frameworks that describe the roles of design and architecture in society, and apply them to exemplary cases.</p> <p>To identify ways in which law and/or ethics are relevant to design entrepreneurship.</p> <p>To demonstrate abilities to analyse and evaluate design and architecture's roles as social change agents.</p> <p>To demonstrate abilities to research and discuss contemporary societal challenges that may be addressed in design entrepreneurship.</p>



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<p><b>Teaching forms:</b></p> <p>Lectures, case studies, study visits, e-learning and guest lecturer.</p> <p>Feedback during the teaching period.</p> <p>During the course feedback will be given in two or more of the following ways: 1) oral feedback by the lecturer in the context of student presentations, 2) collective feedback by lecturer and peer feedback (in-class or via e-learning tool) based on criteria set by the course responsible in connection with cooperative learning elements and 3) oral feedback based on student answers to quizzes.</p> <p>Students are expected to actively participate in and contribute to all study activities.</p>	
<p><b>Attendance requirements:</b> (write only requirements for activities for which attendance is a prerequisite for attending the oral examination)</p>	<p><b>Submission requirements:</b></p> <p>Written product to be submitted on specified date and time.</p> <p>Specifications will be announced on Canvas (CBS) and/or kursuskatalog.cbs.dk</p>
<p><b>Syllabus:</b> Specifications will be announced on Canvas (CBS) and/or kursuskatalog.cbs.dk</p>	<p><b>Method of assessment:</b> Home assignment - written product. Specifications will be announced on Canvas (CBS) and/or kursuskatalog.cbs.dk</p> <p><b>Grading:</b> Danish 7-point grading scale</p> <p><b>Censor:</b> Specifications will be announced on Canvas (CBS) and/or kursuskatalog.cbs.dk</p>



## Programme: Strategic Design and Entrepreneurship

## Title: Strategic Design Proposal (Academy Class)

<b>Semester:</b> 2	<b>Period:</b> 1 April 2024 – 28 June 2024 <b>ECTS-points:</b> 7,5
<p>STRATEGIC DESIGN PROPOSAL (taught by Academy to Academy students). The students will be working in teams.</p> <p>In a parallel process, along with the collaboration with companies, Academy students work on architecture/design project proposals matching the challenges developed with the organisations. Feedback and formative evaluation will be given both as supervision for each project and as part of panel sessions throughout the project process.</p> <p>The purpose of this course is to work exploratory and develop a design proposal based on design/architectural representation techniques and methods. The goal for the students is to develop a strategic design proposal that relates to the focus of the group work in the course Strategic Design and Consulting (15 ECTS).</p> <p>In the course Strategic Design and Consulting, students from both CBS and the Academy collaborate. The research, analysis, program, prototypes and strategic design concept they conduct and develop with their cross-disciplinary team is the framework for developing the strategic design proposal in this 7,5 ECTS course.</p> <p>The studies in the course Collaborative Design Proposal thus function as preparation and context for the strategic design proposals.</p> <p>The potentials of working on proposals from several perspectives and in several scales at the same time are of particular importance. Relevant scales are selected in relation to each specific project.</p>	<p>KNOWLEDGE:</p> <ul style="list-style-type: none"><li>• Of design and entrepreneurship project management.</li><li>• Of actor-network theory.</li><li>• Of narrative theory.</li></ul> <p>SKILLS:</p> <ul style="list-style-type: none"><li>• In choosing and evaluating architecture and design theory relevant to projects and project contexts.</li><li>• In representational techniques: drawings, prototyping and models relevant to the specific fields of architecture/design.</li><li>• Skills in active participation in cross-disciplinary design processes.</li><li>• In identifying and including stakeholders when developing strategic design proposals.</li><li>• In reflecting over the importance of prototypes and design/architectural representation techniques in a design process.</li></ul> <p>COMPETENCES:</p> <ul style="list-style-type: none"><li>• In proposing an strategic architectural/design project based on analysis of professional, social and economic contexts.</li></ul>



## Teaching forms:

The teaching consists of studio work, meetings with a studio teacher, supervision in groups, critics and workshops.

The students will reflect through diagrammatic work, prototyping, material studies, relevant design/architectural representation techniques and by working in several scales.

Teaching at the Royal Danish Academy is based on research, practice and artistic development work. This will be reflected in both the teaching and the teachers and lecturers involved in the course.

**Attendance requirements:** Students are expected to actively participate in and contribute to all study activities. Participating in fellow students critique is expected.

It is expected that the students work from the studio.

- In applying critical analysis and reflection in relation to strategic design challenges in practice.
- In iteratively developing a well-argued strategic proposal in the fields of architecture/design.
- In developing and executing a programme based strategic proposal at an advanced level.

**Attendance requirements:** (write only requirements for activities for which attendance is a prerequisite for attending the oral examination)

## Submission requirements:

Strategic design proposal: Within the framework of the collaboration with a company, answering the project framing and project thesis from the students programme.

Deliverable: Project proposal including documentation of working processes. Poster, drawings, models and/or other media in relevant scales and text. Oral presentation.

Physical prototypes, sketches and material experiments + Oral presentation and discussion.



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	Strategic Design Proposal presented in relevant scales + Oral presentation and discussion.
<b>Syllabus:</b> See syllabus for the course Strategic Design and Consulting.	<b>Method of assessment:</b> Oral examination, 30 minutes <b>Grading:</b> Danish 7-point grading scale <b>Censor:</b> Internal