Course Title	MA Design Management
Final Award	MA Design Management
Interim Awards	Postgraduate Certificate of Higher Education in Design Management Postgraduate Diploma of Higher Education in Design Management
Awarding Body	Ravensbourne University London
Teaching Institution	Ravensbourne University London
HECOS code (with Subject percentage Splits if applicable)	
QAA Subject Benchmark	Master's Degrees in Business and Management 2015
External Accrediting Bodies	N/A
Apprenticeship Standard used to inform the development of the course (if applicable)	N/A
Accelerated Degree Option	N/A
Study Load	☒ Full-time ☒ Part-time
Mode of study	☒ Face-to-face ☐ Blended ☐ Online
Delivery Location(s)	☒ Ravensbourne University campus ☐ Online
Length(s) of Course(s)	1-year full time 2 years part time
Type (open/closed)	Open
Validation period	5 years (September 2022 – September 2027)
Intended First Cohort Start Date	September 2022
Date produced/amended	June 2022
Course Leader	tbc
Course Development Team Members	Samantha Sandilands
Course Administrative Contact	Charles Mullany

Course Description

The MA Design Management is a taught postgraduate level course that offers students the opportunity to develop the advanced knowledge, understanding and skills to design and implement complex change management processes, with an emphasis on systems thinking, leadership and professional practice. The MA is delivered over three semesters alongside the other postgraduate courses.

The course sits within Ravensbourne University on the North Greenwich Peninsula at the heart of London. This geographic and conceptual alignment connects practitioners, researchers and students with local and global partnerships to explore the interplay between creativity, communications and technology for education, industry and society. Currently there are no other institutions offering an MA in this specific context.

At the heart of our Design Management MA is a belief that creative minds and leaders of the future will need a step change in the quality of professional learning and decision making to meet the challenges of both now and the future.

The course takes an alternative approach to traditional management courses - whereby creative thinking, abductive reasoning, collaboration and innovation have been made prominent. The foundations of this programme are based on a comprehensive understanding of the knowledge, skills and mindset that is needed in order to develop successful and globally connected companies – and leaders - of the future. Ravensbourne's approach to Design Management is multidisciplinary, with a focus on innovation and disruption in both the creative industries and mainstream economy.

The Design Management MA reflects the growing need in industry and society for the development of new ways of describing, thinking about and managing a variety of business ecosystems. Future commercial, social and economic developments will require problem solving approaches, creative intelligence, real interactions and a deep understanding of the needs of people, culture and organisations.

The course is cross-disciplinary in its approach of drawing on knowledge, methods, and approaches from across the range of design, business, and creative specialisms. Through a series of units, some shared with other postgraduate courses, Design Management students are encouraged to expand their own practice through examining how the course intersects with other disciplines and how, from this intersection, innovative ideas emerge.

Course Aims

- To facilitate the development of a new kind of professional role whose skills enable them to create and manage a contemporary narrative and set of actions built around Design Management, leadership, and Innovation

- To enable students to develop the skills to originate and design processes to affect real commercial, competitive, social, technological, and cultural change across different sectors and organisations

- To develop forward-thinking, enterprising and resilient graduates equipped with innovative design management practices.

- To support the idea of the Design Manager as strategist and activist through the application of practical design and leadership skills to 'real world' business and organisational challenges.

Course Learning Outcomes

The course provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of the **MA Design Management** students will be able to:

Explore	Select, apply and evaluate information gathering techniques, using a wide range of sources, providing visual, contextual case-study research as appropriate, and demonstrating and applying knowledge and understanding.
Create	Synthesise and demonstrate research and practice in design management and identify a number of possible pathways towards implementation. Students will have the skills to validate the development of their judgement in using the most appropriate medium for successful delivery of a design-based initiative.
Influence	Develop a narrative technique in order to tell a 'story' around their work and projects, developing and demonstrating techniques of communication. Students will develop and demonstrate their ability to instigate, manage and record/reflect on the issues around and affecting a chosen area of research or practice, applying both knowledge and understanding.
Integrate	Demonstrate how critical perspectives can be developed on design management research. Students will explore and experiment - embracing risk, testing, prototyping and evaluation in order to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

Where a student does not complete the full course, but exits with a Postgraduate Diploma, they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of the **Postgraduate Diploma of Higher Education in Design Management** students will be able to:

Explore	Select and use appropriate information gathering techniques, using a range of sources, providing visual, contextual case-study research as appropriate, and demonstrating and applying knowledge and understanding.
Create	Synthesise research and practice in design management and identify multiple possible pathways towards implementation. Students will have the skills to attempt to validate the development of their judgement in using the most appropriate medium for successful delivery of a design-based initiative.
Influence	Develop a narrative technique in order to tell a 'story' around their work and projects, developing and demonstrating techniques of communication. Students will develop their ability to manage and record/reflect on the issues around and affecting a particular area of research or practice, applying both knowledge and understanding.
Integrate	Students will examine and explore risk, testing, prototyping and evaluation in order to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

Where a student does not complete the full course, but exits with a Postgraduate Certificate, they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of a **Postgraduate Certificate of Higher Education in Design Management** students will be able to:

Explore	Select and use appropriate information gathering techniques, using a selection of sources, providing visual, contextual case-study research as appropriate, and demonstrating some knowledge and understanding.
Create	Synthesise research and practice in design management and identify a possible pathway towards implementation. Students will have the skills to attempt to validate the development of their judgement in using an appropriate medium for delivery of a design-based initiative.
Influence	Develop a basic narrative technique in order to tell a 'story' around their work and projects, developing techniques of communication. Students will develop their ability to manage and record/reflect on the issues around a particular area of research or practice, applying both knowledge and some understanding.
Integrate	Students will examine risk, testing, prototyping and evaluation in order to determine and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

Ravensbourne University Assessment Criteria	
Explore	Research and Analysis Subject Knowledge Critical Thinking and Reflection Problem Solving
Create	Ideation Experimentation Technical Competence Communication and Presentation
Influence	Social Impact Ethical Impact Environmental Impact
Integrate	Collaboration Entrepreneurship and Enterprise Professional Development

Core Competencies

Each module learning outcome should be aligned to at least one competency.

Competency	Definition	Aligned Assessment Criteria
Cognitive	The ability to acquire, retain and use knowledge, recognise, pose and solve problems. Attributes may include: • Evaluate their own beliefs, biases and assumptions • Evaluate strengths, weaknesses, and fallacies of logic in arguments and information • Apply lesson from the past or learned knowledge and skills to new and varied situations • Perform basic computations or approach practical problems by choosing appropriately from a variety of mathematical techniques • Devise and defend a logical hypothesis to explain observed phenomenon • Recognise a problem and devise and implement a plan of action	**Explore, Create, Integrate, Influence**
Creative	The ability to generate new ideas, express themselves creatively, innovate and/ or solve complex problems in an original way.	**Create**
Professional	The ability to understand and effectively meet the expectations of industry partners, through outputs and behaviours.	**Integrate, Influence**
Emotional, Social and Physical	Emotional -The intrapersonal ability to identify, assess, and regulate one's own emotions and moods; to discriminate among them and to use this information to guide one's thinking and actions and where one has to make consequential decisions for oneself. Attributes may include: • Self-awareness & regulation (including metacognition) • Mindfulness • Cognitive flexibility • Emotional resilience • Motivation • Ethical decision- making Social - The interpersonal ability to identify & understand the underlying emotions of individuals and groups, enhancing communication efficacy, empathy and influence. Attributes may include: • Managing your audience • Coordinating with others	**Explore, Influence, Integrate**

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	- Negotiation - Creativity - People management - Leadership & entrepreneurship - Service orientation - Active listening - Coaching and mentoring Physical - The ability to perceive and optimise physiological activity and responses to influence emotion, solve problems or otherwise effect behaviour. Physical intelligence engages the body to train neuron pathways to help change an inappropriate response to an appropriate response. Attributes may include - Self-discipline & management - Attention - Reaction & response time - Cognitive & muscle memory - Managing stress - Physical resilience	
Cultural	The capability to relate to and work effectively across cultures including intercultural engagement, cultural understanding and intercultural communication.	**Influence, Integrate**
Enterprise and Entrepreneurial	The generation and application of ideas within a practical setting. It combines creativity, idea generation and design thinking, with problem identification, problem solving, and innovation followed by practical action. This can, but does not exclusively, lead to venture creation (UK Quality Assurance Agency, Enterprise and Entrepreneurship Education 2018).	**Create, Influence, Integrate**
Digital	The confident adoption of applications, new devices, software and services and the ability to stay up to date with ICT as it evolves. The ability to deal with failures and problems of ICT and to design and implement solutions (Jisc Digital Capabilities Framework)	**Explore, Create, Integrate, Influence**
Ravensbourne Return	Engagement with inhouse activities including mentoring other students, volunteering, acting as a student rep or ambassador. Demonstrate a knowledge of current events and social issues Identify their personal convictions and explore options for putting these convictions into practice	**Explore, Create, Influence, Integrate,**

	Engagement with the external community through (from) employment, volunteering, participation in a Professional Life or other programme-based project.	

Learning, Teaching and Assessment

Learning and Teaching methods	Assessment Strategy
A variety of learning methods and technologies are employed across all modules: Briefings, Lectures, Project work, Tutorials, Seminars, Workshops, Group work, Field Trips, Online activity, Individual Presentations and critiques, Group presentations, and self-directed independent study. Although students are individually assessed, there is opportunity to work in teams and collaborate with peers. These collaborations, which will be supported by course teams can stimulate a powerful mix of individual, team-based and interdisciplinary approaches to enhance the understanding of the parameters of professional practice. The course is underpinned by a mentoring programme and throughout each module students will be provided with the opportunity to have regular meetings and touchpoints with course tutors and industry mentors. There are several mechanisms for evaluating the effectiveness of learning methods. They include: Module evaluation, Staff Student Liaison Committee meetings, and Personal Progress Reviews.	A variety of assessment methods are employed across all modules. They include formative and summative assessments of: presentations, portfolios, learning journals, reports, peer assessment and external reviews. These methods encourage students to critically reflect on and build their learning and progress. Formative feedback is given during each module and students will receive ongoing advice and guidance (feed forward) alongside a critique against learning outcomes and assessment criteria. At the end of the modules summative assessment will provide conclusive feedback in response to the submission and assessment requirements.

Course Structure

Module Code	Module Title	Shared Module	Mandatory / Elective	Credits
Level 7				
DSM22101	**Design Management Principles and Processes**	no	Mandatory	20
DSM22102	**Creative Entrepreneurship and Collaboration**	yes	Mandatory	20
DSM22103	**Introduction to Research Methods**	yes	Mandatory	20
DSM22104	**Innovation and Resilience**	yes	Mandatory	20
DGM22705	**Environmental and Social Governance (ESG) Principles**	yes	Mandatory	20
DSM22106	**AI in Management Practice**	yes	Mandatory	20
DGM22707	**Major Project**	no	Mandatory	60
				180

Learning Hours

Learning Hours (per 20 credit module)			
Staff – Student Contact Hours		Independent Study Hours	
Taught hours	36	Independent Study, Self-Directed Study and Assessment	164
Total			200

Course Regulations

Entry Requirements
First, Upper Second Class or a 2:2 honours degree (or equivalent non-UK qualifications) in a relevant subject, or an equivalent professional qualification in a related subject area. If you are applying directly from an undergraduate degree course without experience or professional practice you must be able to demonstrate a good knowledge of your chosen subject area. Substantial professional work experience with relevant references could be considered for entry into this course. *Please refer to the institutional regulations on the expected minimum entry requirements (found under Section 5 of the General Academic Regulations found on the website here), and the course page on the Ravensbourne University website for course specific entry requirements.*
Accreditation of Prior Learning (if applicable)
Applications are welcomed from those who may not possess formal entry qualifications, mature students, those with work experience or with qualifications other than those listed above. Such applicants should demonstrate sufficient aptitude and potential to complete the course

successfully. Applicants will be assessed at interview in accordance with Ravensbourne's Accreditation of Prior Learning Policy and Procedure.

Conditions for Progression

Students will be deemed to have passed a module if they achieve 40% for undergraduate students; or 50% for postgraduate students.

A student who has passed all assessments to date but has not yet reached the end of a level (or stage) will be permitted to proceed into the following term by the Interim Assessment Board.

Reassessment of Failed Elements

Failure in any component will result in a Fail grade for the component.

Non-submission in any component will result in a non-submission for the component.

Students must then successfully retrieve the failed or non-submitted component by resubmission of assessment in order to pass the module.

Where a student does successfully retrieve a component failure, the grade for the component will be capped at 40% (undergraduate) or 50% (postgraduate) (except where Extenuating Circumstances have been approved). The overall grade for the module will be calculated using all achieved grades where there are 2 or more components.

Conditions for the Granting of Awards

A student who completes an approved course of study, shall be awarded Master of Arts in Design Management.

Those students who exit the course without completing it may be entitled to exit with an award of either a:

1. Postgraduate Diploma of Higher Education in Design Management, provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.
2. Postgraduate Certificate of Higher Education in Design Management, provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.

Any derogation(s) from the Regulations required?

N/A

Student Support	https://www.ravensbourne.ac.uk/student-services
Assessment Regulations	https://www.ravensbourne.ac.uk/staff-and-student-policies

Course Learning Outcomes	CLO1	CLO2	CLO3	CLO4
Design Management Principles and Processes	x			x
Creative Entrepreneurship and Collaboration	x	x		
Introduction to Research Methods	x			x
Innovation and Resilience			x	x
Environmental and Social Governance (ESG) Principles	x	x	x	x
AI in Management Practice	x	x	x	x
Major Project	x	x	x	x

Course Diagram

Trimester 01	Trimester 02	Trimester 03
DSM22101 **Design Management Principles and Processes** 20 credits	DSM22104 **Innovation and Resilience** 20 credits	DGM22707 **Major Project** 60 credits
DSM22102 **Creative Entrepreneurship and Collaboration** 20 credits	DGM22705 **Environmental and Social Governance (ESG) Principles** 20 credits	
DSM22103 **Introduction to Research Methods** 20 credits	DSM22106 **AI in Management Practice** 20 credits	

The Quality Team   Definitive Documents