♦	**Awarding Body**	Ravensbourne University London
♦	**Teaching Institution**	Ravensbourne University London
♦	**Final award**	Master of Design
♦	**UCAS Code**	
♦	**QAA Benchmark Statement**	Business and Management
♦	**Date of production/revision**	March 2016

♦ **Programme Aims**

The Master of Design programme aims to provide the opportunity for you to develop creative thinking and innovative strategies through an advanced understanding of the practical application of design thinking and design strategy to management and organisational leadership, in order to equip you with the knowledge and skills to apply your learning in a global context. In particular, this programme aims:

♦ To equip you with an advanced knowledge and understanding of the contextual background to, and developments in design thinking and to reflect on that learning in order to advance your own practice and subject area and to innovate.

♦ To develop effective managers and leaders with effective design management skills who through creativity and global awareness are able to influence and create positive change in their organisations whether at an operational or a strategic level.

♦ To equip you with independent study skills that support research, practice and professional development and allow you to continue developing as life-long learners throughout their professional lives maintaining contact with emerging practice from a variety of fields.

♦ To provide a stimulating environment, which is supportive, flexible and collaborative and allows you to develop your potential.

♦ To develop a high level of professionalism and confidence to initiate and lead complex design projects involving diverse disciplines and business functions.

Programme Outcomes
The programme provides opportunities for you to develop and demonstrate knowledge and understanding, qualities, skills and other attributes as follows:

Knowledge and Understanding	Learning and teaching methods
A1 A systematic understanding of design thinking and its development, informed by current scholarship and research, and the practical application of design thinking in the management of creativity and innovation. A2 Engage with current business and global issues through the perspective of design management, and reflect critically on the learner's own discipline. A3 Demonstrate an advanced approach to research through the development of knowledge and understanding in a range of research strategies and methods.	• Teaching and learning methods on the programme vary throughout the units providing diversity and offering the opportunity to experience real or simulated industry practice. They range from traditional delivery of lectures, seminars, tutorials and workshops, to newer modes of learning via the VLE and other e-learning methods, and via industry visits and work placements. You are also encouraged to engage in self-directed learning and to plan your individual learning journey and to take advantage of peer-to-peer learning.
	Assessment • Knowledge and understanding are primarily assessed through essays, reports and individual and group presentations. You are required to carry out primary and secondary research on the subject and demonstrate a thorough understanding of the discipline.
Values and Attitudes B1 Demonstrate an open mind to new ideas and a willingness to experiment with existing methodologies in order to support creativity and innovation in a variety of cultural and business contexts. B2 Demonstrate an awareness of ethical and environmental issues in order to foster sustainable decision-making approaches. B3 Provide inspiration to others through positive influence in order to create progressive change.	**Learning and teaching methods** • Teaching and learning methods on the programme vary throughout the units providing diversity and offering you the opportunity to experience real or simulated industry practice. They range from traditional delivery of lectures, seminars, tutorials and workshop, to newer modes of learning via the VLE and other e-learning methods, and via industry visits and work placements. You are also encouraged to engage in self-directed learning and to plan your individual learning journey and also to take advantage of peer-to-peer learning.

	Assessment
	• Knowledge and understanding are primarily assessed through essays, reports and individual and group presentations. You are required to carry out primary and secondary research on the subject and demonstrate a thorough understanding of the discipline.
Skills (Cognitive and Intellectual) C1 Demonstrate a critical understanding of emergent frameworks in management in order to be able to apply design methodologies effectively in the problem solving process. C2 Understand the strategic role of design and innovation in business in order to offer competitive advantage in complex and challenging situations. C3 Demonstrate critical knowledge and understanding of complex multidisciplinary projects which enables new thinking and frameworks to emerge.	**Learning and teaching methods** • Teaching and learning methods on the programme vary throughout the units providing diversity and offering you the opportunity to experience real or simulated industry practice. They range from traditional delivery of lectures, seminars, tutorials and workshop, to newer modes of learning via the VLE and other e-learning methods, and via industry visits and work placements. You are also encouraged to engage in self-directed learning and to plan your individual learning journey and also to take advantage of peer-to-peer learning.
	Assessment • Knowledge and understanding are primarily assessed through essays, reports and individual and group presentations. **You** are required to carry out primary and secondary research on the subject and demonstrate a thorough understanding of the discipline.
Skills (Subject Specific/Professional) D1 Demonstrate the ability to lead manage complex projects applying professional project management techniques to a range of challenging situations, taking into account all stakeholder relationships. D2 Demonstrate the ability to select appropriate methods and resources in organisational and design research. D3 Develop the ability to draw upon design thinking and other resources in order to produce innovative ideas that contribute to organisational effectiveness	**Learning and teaching methods** • Teaching and learning methods on the programme vary throughout the units providing diversity and offering you the opportunity to experience real or simulated industry practice. They range from traditional delivery of lectures, seminars, tutorials and workshop, to newer modes of learning via the VLE and other e-learning methods, and via industry visits and work placements. You are also encouraged to engage in self-directed learning and to plan your individual learning journey and also to take advantage of peer-to-peer learning.

<table>
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♦ **Reference Points - The following reference points were used in designing the programme;**

FHEQ Level 7

♦ **Programme Summary**

Master of Design (MDes)		
Code	**Title**	**Credit Value**
STAGE ONE		
MDES01	Cultural and Contextual Design Studies	15
MDES02	Practical Application of Design Thinking	15
MDES03	Managing Design in a Global Society and Economy	30
STAGE TWO		
MDES04	Professional Practice in Management and Consulting	15
MDES05	Strategic Design and Innovation	15
MDES06	Studio Practice	30
Total credit necessary for completion of Phase one and two		120
Interim Award available on completion		PgDip
STAGE THREE		
MDES07	Major Project	60
	Total	**180**

♦ **Distinctive features**

Ravensbourne's Master of Design is a taught master's programme which offers you the opportunity to develop the advanced knowledge, understanding and skills to manage complex design projects with an emphasis on professional practice.

Ravensbourne's approach to design management is multidisciplinary with a focus on innovation and entrepreneurship in both the creative and mainstream economy. It allows for a multi-faceted engagement with the discipline of design by:

- emphasising the value of design thinking not only as a problem solving method or as a means of visualising new products and services but in its wider application to business strategy, the creation of new business models and new approaches to organisational change;

- stressing a human-centred approach to design and that real innovation comes from gaining a deep understanding of users, their wants needs and limitations and what they like or dislike about the way existing products are made, packaged, marketed, sold, and supported;

- covering diverse approaches to innovation, service design, branding; design strategy and business development where customer experience, the design and production process and the brand story are often developed alongside the product/service itsel;

- addressing the increasing need for design professionals and innovators to having a global and wider societal perspective along with a critical understanding of the challenges facing the creative and global economy in the twenty-first century;

- approaching the subject matter through project and industry-based learning involving knowledge sharing, work-based learning (e.g. internships) and live projects with professional organisations (ranging from public regeneration projects through to projects with global companies);

- developing creative individuals who are equipped with an innovation and leadership toolkit that enables them to come up with original approaches to design, strategy, and social and business innovation problems.

The programme is cross-disciplinary in its approach drawing on knowledge, methods and approaches from across the range of design, business and creative specialisms at Ravensbourne and our experience of delivering higher education programmes at undergraduate and postgraduate level which combine creative specialism with an enterprise, innovation management and business incubation focus.

Design management and professional design practices are maturing disciplines and the value of design thinking is increasingly recognised within postgraduate business programmes. There are many MBA programmes for instance which focus on management, creativity or creative processes. Ravensbourne's MDes programme is unique and differentiates itself from many business school approaches to design management in seeking to approach leadership, organisational and enterprise development from the perspective of design thinking and creative innovation.

This programme has been developed to address identified skills shortages in the UK's digital economy in the areas of management, leadership, business and the need to nurture T-Shaped people;[1] and to support the development of innovators and creative leaders if the UK is to sustain its position as a world leader in design and build a stronger economy.[2]

The programme offers three differentiated but related pathways – Design Management, Service Design, and Luxury Brand Management. These three pathways reflect particular areas of current demand and developing specialism in industry which have not been matched by educational development.

The pathways share the same broad curriculum, as reflected in the units of study, but at pathway level the emphasis varies according to the work focus of the pathway. Lectures, seminars and project briefs are normally shared by each pathway but students are required to articulate briefs in a manner that reflects the interest of the pathway and they supported in doing this. This approach also requires learners to work regularly with peers from different disciplines and thereby to develop interdisciplinary skills.

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[1] Skillset and CCS (2010) E-Skills UK: Strategic Skills Assessment for the Digital Economy
[2] David Willetts (2011) Design Summit, Design Council

The programme consists of seven units of study which will take you through an exploration of design and business thinking underpinned by participation in practical projects which allow the learner to develop his/her own approach to design leadership, management and innovation. You learn to understand the perspectives of the different professionals and business functions which may be involved in a complex design management project and how to collaborate and lead diverse teams. Major emphasis is placed on the growth of your capacity to develop your own methodologies in order to create original solutions to social challenges, consumer behaviour, organisational and leadership issues. You are also encouraged to engage proactively in the wide range of activities and events and in the opportunities for cross-disciplinary learning offered at Ravensbourne. Of particular importance is industry engagement through live project briefs and work placements.

It is expected that most students will go on to work in organisational leadership roles, design management and new business formation, and social enterprise and entrepreneurial roles after completing the programme. However, it is recognised that the portfolio career has become the norm and that you will benefit from being able to design and shape your own career both within and outside of organisations including consultancy and agency-based roles.

MDes Service Design Innovation

"In the competitive world of business, what separates an industry's players is often the service that comes with the product offering – the customer experience"[3]

Service Design is a relatively new discipline that has emerged in the UK simultaneously with an increase in the service sector of the economy and the development of services which require innovative approaches to design, development and delivery in public, private and civil society organisations. Through the use of a specific set of methods and processes based on design thinking, Service Design aims to develop services which are useful and desirable for customers/stakeholders and profitable and efficient for the provider.

The Service Design pathway provides students with the opportunity to develop and use design thinking as a device for modelling multi-faceted service experiences.

In particular this requires the ability to design user research, to facilitate development workshops, and to project manage a process when initially outcomes are unknown.

A detailed understanding of the management of design and innovation in service organisations is gained through case studies and project based learning. You are introduced to a range of concepts in Service Design such as co-design, user-driven innovation and social innovation. You are also encouraged to develop your own approaches and to respond to emerging industry practices.

You will benefit from staff research interests in methodology and in user experience design strategies. You may also have the opportunity to participate in one of Ravensbourne's regular industry development projects with a strong service design dimension.

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[3] Guardian (2010) Service Design Supplement. Published on 12 March 2010.

Postgraduate   6   Definitive Document – UAL Validation 2013

The Learning Journey

The course is available either as a one-year full-time or two-year part-time programme (see below).

Stage One: developing a knowledge base and new reference points

Stage One introduces you to a range of theories and practices in the strategic use of design and innovation, with a particular focus on the method of design thinking and the global context. Emphasis is also placed on beginning to develop an innovation and leadership toolkit of skills and techniques.

Summary of units

Unit 1: Cultural and Contextual Design Studies
This unit introduces you to design management, theories of design and innovation

thinking and research methods through a critical analysis of relevant literature. You begin a learning log which is then continued for the rest of the programme.

Unit 2: Practical Application of Design Thinking
This unit explores the theoretical perspectives learned in unit 1 through a practical project. This facilitates an investigation of incremental and disruptive approaches in design thinking, by looking at how interdisciplinary teams face particular challenges around communication, technical understanding, and effective management of time and resource. Through this project, students start to explore the different pathway-based professional roles.

Unit 3: Managing Design in a Global Society and Economy
The complex relationships between politics, culture, economics and new technologies and their impact on innovation, design thinking and the implementation of complex design projects are explored with the aim of broadening the scope of your thinking and developing a holistic approach to design thinking.

Stage Two: putting new learning into a professional context

Stage Two of the programme builds on the knowledge and skills acquired in Stage One through the practical application of design thinking with a focus on innovation and industry oriented professional practice. It also extends your innovation and leadership toolkit. Teaching and learning methods in this term are reflective of real world practices ensuring that participants are well versed in new service/product design methods, blueprinting, modelling and routes to market. The learning journey in Stage Two is designed to focus you towards a robust final major project in Stage Three.

Summary of units

Unit 4: Professional Practice in Management and Consulting
This unit will focus on developing management skills including leadership, facilitation skills, project management and change management with individual pathways foregrounding what is core to your work.

Unit 5: Strategic Design and Innovation
The unit aims to examine connections between design thinking, business strategy and innovation. This is a future orientated unit with a focus on developing innovative organisational effectiveness through using design thinking and business thinking in strategic planning and forecasting.

Unit 6: Studio Practice
This is a practice-based unit giving you a choice of opportunities relating to your pathway with a view to exploring possibilities for the final major project.

Stage Three: evaluating and advancing existing knowledge

Unit 7: Major Project
The learner carries out a negotiated pathway-related project drawing on skills and knowledge developed during the first two stages of the programme.

♦ Recruitment and Admissions	
Admission Policy/Selection Criteria	Students will normally be expected to possess a first or upper second class honours degree (or equivalent non-UK qualifications) in a relevant subject, or an equivalent professional qualification in a related subject area.
	Applicants with science and business degrees are also welcome provided they have relevant professional and industry experience. Applicants from science and business backgrounds must be able to demonstrate strong design awareness and a commitment to the value of design in business and society.
	Applicants applying directly from a BA design course without relevant experience must also be able to demonstrate a high level of knowledge and understanding of design practice.
	Criteria
	The College will use a number of methods to assess an applicant's suitability for their course of choice. Primarily applicants are selected on the basis of:
	• an applicant's prior academic achievement/qualifications and/or previous employment/life experience;
	• assessment of the applicant's ability and aptitude to succeed on the course for which s/he has applied.
	Students will be selected according to the generic criteria set out below:
	Personal attributes
	• shows commitment, enthusiasm and interest in the subject area
	• initiative and problem solving
	• ability to communicate
	Creative process
	• can generate ideas and use external sources to develop them
	• ability to research an idea and follow it through to a finished product
	Study skills
	• can understand and organise information clearly
	• can investigate and analyse information
	• shows reasoning and intellectual curiosity

	Professional skills
	• has shown they can initiate and deliver projects • can work in a team and with people with different skills • has shown confidence with IT Career aspirations • understands the relevance of the course to her/his career ambitions • understands current debates within industry

Accreditation of Prior Learning	Applications are positively 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. Where an applicant's first language is not English, proof of competence in English will be required. This will normally take the form of an approved English language test at B2 level, in accordance with the Common European Framework of Reference. This should have been achieved within the last 18 months prior to commencement of the course.

Entry Requirements	You will normally be expected to possess five GCSEs (grade C or above) or equivalent (including English and Mathematics) and also to hold **at least one** of the following or equivalent UK or international qualification: • 2 A Levels (grades A-C) or 4 AS Levels (grades A-C) • 2 vocational A Level (grades A-C) • Level 3 Foundation Diploma or National Diploma • Advanced Diploma (grades A-C) • International Baccalaureate (28 points or above)

♦ **Course Diagram**

Full Time Mode

TERM ONE		TERM TWO		TERM THREE
Unit 1: Cultural and Contextual Design Studies (15 credits)	Unit 2: Practical Application of Design Thinking (15 credits)	Unit 4: Professional Practice in Management and Consulting (15 credits)	Unit 5: Strategic Design and Innovation (15 credits)	Unit 7: Major Project (60 credits)
Unit 3: Managing Design in a Global Society and Economy (30 credits)		Unit 6: Studio Practice (30 credits)		
Duration: 15 Weeks		Duration: 15 Weeks		Duration: 15 Weeks

Part Time Mode
YEAR ONE

TERM ONE		TERM TWO		TERM THREE
Unit 1: Cultural and Contextual Design Studies (15 credits)	Unit 2: Practical Application of Design Thinking (15 credits)	Unit 4: Professional Practice in Management and Consulting (15 credits)	Unit 5: Strategic Design and Innovation (15 credits)	
Duration: 15 weeks		Duration: 15 weeks		

YEAR TWO

TERM ONE	TERM TWO	TERM THREE
Unit 3: Managing Design in a Global Society and Economy (30 credits)	Unit 6: Studio Practice (30 credits)	Unit 7: Major Project (60 credits)
Duration: 15 weeks	Duration: 15 weeks	Duration: 15 weeks

The part-time mode allows learners the option to extend the Major Project to 30 weeks.

Please note, this specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each unit can be found in the Course Handbook, Unit Descriptors and Project Briefs. The accuracy of the information contained in this document is reviewed by Ravensbourne and may be checked by the Quality Assurance Agency for Higher Education.