

DESIGN MANAGEMENT

IE University

Professor: **ALEJANDRO PARDO HONRUBIA**

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Academic year: 20-21

Degree course: THIRD

Semester: 2º

Category: COMPULSORY

Number of credits: 6.0

Language: English

PREREQUISITES

To attend the 'Design Management' course, it is mandatory that the student has successfully completed 'Business Management' and 'Design Methodologies' subjects.

SUBJECT DESCRIPTION

Design Management course provides a general perspective for designers on the importance of the managerial skill and its development upon several dimensions:

- Studio management.
- Designer career management.
- The role of manager.
- Project-team-client management.
- Social impact.
- Management beyond design.

Covering different managerial, financial and human resources aspects of design companies and their singularities compared to the management in other types of organizations.

The contents of the subject navigate through a design studio activity on the daily basis, as well as the complexities of a design project and actors involved in its life cycle, helping the student to understand the challenges faced by the design companies in the current context.

The main purpose of Design Management is the student to learn to make professional decisions within a design studio activities and projects, managing time, resources, teams, clients, with business and social impact.

The student puts in practice learning concepts in individual dynamics, as well as collectively (see in Methodology Section).

In addition, the student may integrate and frame learnings from previous subjects (i.e. 'Business Management' or 'Design Methodologies') more specifically in the design management context.

OBJECTIVES AND SKILLS

In the near future, you will become a professional designer working for an independent design studio, or for a design department of a large enterprise, even may you start your own design brand business. Before this moment happens, Design Management subject aims to:

- Create awareness of design management relevance for a professional designer.
- Understand the different levels of management within the business of design.
- Acquire mental models and tools for managerial skill development in these different levels.
- Set-up realistic expectations and build trust in eventual situations faced by future professional designers in the working market.
- Competence development on: How to apply knowledge to professional design work through the elaboration and defense of arguments and the resolution of problems within design management. Ability to articulate relevant results as consequence of integrating knowledge from different disciplines to develop and generate added value solutions for companies and society. Define and execute proposals where creativity intelligence is involved to add value to the activity of companies and society. Formulate, plan, execute and protect results of design projects with the technical, functional, aesthetic and communicative requirements and conditions of a statement. Integrate into interdisciplinary and multicultural teams to achieve common objectives in a field of diversity.

METHODOLOGY

"If you do not know how to ask the right question, you discover nothing", William Edwards Deming.

The fundamental method of learning is based on formulation and response to key questions by students, on specific topics conducted by the professor. Activities which stimuli learning by doing, reflection and critical thinking are the following:

- Lectures: flip-class method, individual and group presentations, etc.
- Discussions: based on readings and reflections on topics, previously assigned by the professor and prepared by the student.
- Exercises and group work: specific assignments where the student and teams perform secondary research, read articles, cases and book chapters, reflect on them, write essays and prepare presentation, exposing ideas and points of view.
- Excursion: visit to frog design studio in Madrid makes the students breath, feel and be part of the studio life for one day.

Preparation of specific assignments before class and participation in the course of it, are essential for the student to achieve the learning objectives.

The sessions of the subject are taught following a flexible, dynamic and adaptative format, under the scheme of liquid learning:

- Specific time and date scheduled sessions (synchronous learning): most of the classes in hybrid model (some students in classroom and some students connected on-line) and few in on-line model (all students in remote connected to the class).
- Flexible timing sessions (asynchronous learning): some exercise and discussions will follow this format.
- Flexible scheduling (synchronous learning): few group coaching sessions.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	19.33 %	29 hours
Discussions	15.33 %	23 hours
Exercises	15.33 %	23 hours
Group work	17.33 %	26 hours
Other individual studying	32.67 %	49 hours
TOTAL	100.0 %	150 hours



BIBLIOGRAPHY

Recommended

- Esslinger, H. (2013). *Design Forward: Creative Strategies for Sustainable Change*. Arnoldsche Art Publishers. ISBN 9783897903814 (Electronic)
- Shenhar, A.J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Press. ISBN 9781591398004 (Electronic)
- Brown, T. (2009). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. HarperCollins. ISBN 9780061766084 (Electronic)
- Martin, R. L. (2009). *The Design of Business: Why Design Thinking is the Next Competitive Advantage*. Harvard Business School Press. ISBN 9781422177808 (Electronic)

EVALUATION CRITERIA

Continuous evaluation system. Weekly class attendance, participation and commitment with assignments are the criteria for a continuous evaluation of the student over the course. Final grade* of the subject is calculated based on the following elements:

Criteria	Percentage	Comments
Class Participation	25 %	
Individual Work	25 %	Essays, quizzes and presentations.
Workgroups	25 %	Works and presentations.
Intermediate Tests	10 %	Different type of questions: multiple-choice, short answer and/or essay question.
Final Exam	15 %	Different type of questions: multiple-choice, short answer and/or essay question.

The student work includes class participation, exercises and group work. This work is assessed by the professor and sometimes by students through peer reviews, using the following rubrics as a reference:

[Link to the rubrics](#)

PROFESSOR BIO

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Alejandro Pardo is Strategy & Operations Director at frog Design, one of the most reputed worldwide design firms, with more than 50 years of history designing iconic products, services and experiences for companies such as Apple, Sony, HBO or Walt Disney, among others. Alejandro is in charge of operations and projects of Madrid Studio, with more than 60 'frogs', including designers, strategists, technologists and project managers.

He has more 15 years of Innovation and Design career, leading projects for global companies: Airbus, Ikea, Banco Santander, Ericsson, Telefonica, Inditex, Decathlon, among others. Alejandro has wide experience working with multicultural and multidisciplinary teams in different countries such as: Spain, France, Sweden, Italy, Belgium, Germany, USA, Ghana and Uzbekistan, among others.

Also, he is independent advisor on Disruptive Strategy for Executives and Entrepreneurs. Previous to frog, Alejandro worked in Altran as Global Practice Innovation Director and Operations Director in Spain for the World Class Center of Innovation and Design.

Alejandro is co-author of the Innovation Dictionary Book published by LID Ed.

Alejandro is a pet lover and in his free time enjoys traveling and sample for the cuisine around the world, cooking and hanging out with family & friends.

Education:

- PLD graduated - Harvard Business School.
- PhD and BSc in Chemistry - Universidad Autónoma de Madrid.

OTHER INFORMATION

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Contact days and hours: by appointment through email.