

**Programme:**

Strategic Design and Entrepreneurship - Architecture, Design and Business

Royal Danish Academy & Copenhagen Business School

Title:

Strategic Design and Consulting (Academy & CBS Class, for Academy students and CBS students)

Module responsible:

Camilla Hedegaard Møller, Academy and Marianne Stang Våland, CBS

Semester: 2nd semester

Period: 1 February 2027 to 25 June 2027

ECTS-points: 15 ECTS

Contents:

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 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:

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. Students are expected to be able to participate in group work in person several days a week during daytime hours in the Studio at Holmen. Participating in fellow students' critique is expected.

It is expected that the students work from the studio.

Learning Outcomes (Knowledge, skills and competences):

- In developing a strategic proposal for, and in collaboration with an organisation, based on the challenge given by the organisation.
- In executing the project through an appropriate and argued application of design process models and entrepreneurship techniques, in order to develop the project.
- 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.
- In clearly and effectively communicating the project proposal and the design processes preceding it.
- In managing the development of the project, with special emphasis on stakeholder relations; cross-functional team management, time management and effective communication skills.
- In reflecting on the collaborative work as team, including the students' role as consultants to the organisation.

Syllabus: (Number of pages approx.)

Min. 300 p. titles given in the semester plan.

Literature within the following topics:

- Strategic design as concept.
- Business model innovation.
- Actor-network theory.
- Architecture and design theory relevant to projects and project contexts.

Method of assessment: Oral examination, 75 minutes pr. group including grading.

Grading: Danish 7-point grading scale

Censor: Internal

Reexam/illness exams:

Submission requirements:

Written report (max 30 p. depending on group size)

2400 characters (including spaces) per page +/- 10% (2400 X 20 pages = 48000 characters)