PARSONS PARIS
THE NEW SCHOOL

STRATEGIC DESIGN AND MANAGEMENT (BBA)

Curriculum Chart

FIRST YEAR	Fall	Spring
Integrative Studio 1 and Integrative Seminar 1	6	–
Sustainable Systems	3	–
Quantitative Reasoning	3	–
Drawing/Imaging	3	–
Integrative Studio 2 and Integrative Seminar 2	–	6
Space/Materiality OR Time	–	3
Program Elective	–	3
Understanding Global Economies	–	3
Total	15	15

SOPHOMORE YEAR	Fall	Spring
Marketing, PR, and Business Development	3	–
Managing Creative Projects and Teams	3	–
History of Design	3	–
Studio Elective	3	–
Program Electives	3	3
Liberal Arts Elective	–	3
Research and Development Methods	–	3
Quantitative Research Methods	–	3
Introduction to Design Studies	–	3
Total	15	15

JUNIOR YEAR	Fall	Spring
Research and Development Advanced Methods	3	–
Financial Management	3	–
Sustainable Business Planning	3	–
ULEC University Lecture Elective	3	–
Program Electives	3	3
Liberal Arts Elective	–	3
Strategic Management	–	3
Life-Cycle Assessment	–	3
Global Professional Practices	–	3
Total	15	15

SENIOR YEAR	Fall	Spring
Capstone: Portfolio Strategies	3	–
International Business	3	–
Business Law	3	–
Program Electives	6	6
Liberal Arts Electives	–	6
Capstone: Senior Seminar	–	3
Total	15	15

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First Year Course Descriptions

Integrative Studio 1
In Integrative Studio 1 students explore a range of visual, analytical, and making skills while working on projects that are collaborative and cross-disciplinary. How do we make sense of our ideas, the information we collect, and our hunches and theories? And what can this inquiry tell us about why we make certain decisions as creative thinkers? Students work independently and in teams to explore research, prototyping and the creative process. The studio integrates learning from other first year courses, especially in thematic links to Integrative Seminar 1. At various times in the semester, the two classes share concepts and assignments, bringing together reading, writing and making in a manner that is essential to the creative work of professional artists and designers. Course sections are thematic and include Memory, Avatar, Migrate and Fake.

Integrative Seminar 1
Integrative Seminar 1 has two important goals. First, it will prepare you to read and write at the university level. Throughout the semester, you will work toward questions of scholarly consequence as you acquire the authority you need to write your way into existing intellectual conversations. Second, its relationship with Integrative Studio 1 will result in critical dialogues between seminar and studio practice, or writing and making. This course shares a common theme with Integrative Studio 1 and at various times in the semester, the two classes share ideas, concepts and assignments through bridge topics. In this way, it will bring together reading, writing and making in a manner that is essential to the creative work of artists and designers in every discipline. The Parsons Learning Portfolio will be introduced and developed in the Integrative courses.

Sustainable Systems
This course surveys, from multiple perspectives, the sources of energy that designers make use of when designing better futures. Through a combination of lectures, seminars, fieldwork and experiments, students will be introduced to the physics, chemistry and biology of energy, and how these principles translate to our everyday experiences of food, devices, clothes, rooms, buildings, transport and cities, and more. Students will learn about issues surrounding societal energy sources, such as the pollution associated with their production and use, risks of climate change, and the challenges associated with infrastructural dependence on dwindling supplies. Students will focus on the energy systems associated with particular kinds of designing and through assignments that combine research, writing and making to discover how these systems impact the practices of art and design.

Quantitative Reasoning 1
This course is designed to help students gain an understanding of fundamental numerical and quantitative skills and their application to everyday life. The focus will be on applying basic mathematical concepts to solve real- world problems, and developing skills in interpreting and working with data in order that students become able to function effectively as professionals and engaged citizens. Topics will include problem-solving and back-of-the-envelope

calculations, unit conversions and estimation, percentages and compound interest, linear and other models, data interpretation, analysis and visualization, basic principles of probability, and an introduction to quantitative research.

Drawing/Imaging
How is meaning constructed and communicated through visual images? In this course, students use traditional drawing and digital imaging methods to explore the conceptual, aesthetic and formal qualities that inform how ideas and impressions are expressed on a two-dimensional plane. Students explore visual organization, representational and abstract forms and engagement through observational drawing, photography, digital image creation, and the integration of a variety of media. The tools and methods acquired in this course form an introductory platform for students to build upon in their upper level disciplinary courses. Sections of this class may explore the following themes in relationship to the construction of form, function, identity, and meaning: Language, Things, Places, People.

Integrative Studio 2
How many ways are there to explore an idea? In Integrative Studio 2, students fact-find individually and in groups to explore all types of discovery and documentation. Research often requires moving out into the world through fieldwork, experimentation, failure, and creative problem solving. The studio integrates learning from other first year courses, especially in thematic links to Integrative Seminar 2. At various times in the semester, the two classes share concepts and assignments, bringing together reading, writing and making in a manner that is essential to the creative research of professional artists and designers. Course sections are thematic and include Community Engagement, Fashion, Visual Culture and Constructed Environments.

Integrative Seminar 2
In Integrative Seminar 2, the skills acquired in Integrative Seminar 1 are expanded through the introduction of a wide variety of research methods–both digital and analog–and in projects that are shared with Integrative Studio 2. Students use digital tools and online platforms along with fieldwork to extend the research and creative problem-solving undertaken in class. Using methods such as interviews, visual research, online sources, libraries, experiments, and first hand observation, students are exposed to the multiple ways in which a topic can be researched. This course offers options that align with the research approaches used within the different schools at Parsons: Community Engagement, Constructed Environments, Fashion, and Visual Culture.

Space/Materiality
In this studio course, students learn through first-hand experience in Parsons' modeling facilities and hybrid studio/shop classrooms. Students explore concepts such as malleability, weight, texture, color, durability, smell, sound, taste, life cycle and ecological impacts through a wide variety of projects that privilege the close relationship of making to thinking. Other areas of inquiry range from space formation to environmental psychology to object exploration–and more–to discover how materials and their uses shape meaning. Discussion, critique and written responses create class community and idea sharing, while helping students understand their work in historical and cultural contexts. The course will have a number of sections each following a particular theme: Habitat, Community, Culture, Body.

Time
This course is an introduction to the cultural and perceptual constructions of time. Learning to work with time involves more than simply editing video and sound into linear sequences. It entails the consideration of time as a designed idea that can function as a tool. How does this tool, in turn, affect how objects function, how environments are perceived, or how experiences are shared? Studio projects, readings, writing, and examples of many artists' work are used to examine how ideas such as frame, duration, and speed have evolved to impact our understanding of time. A variety of methods and media – from digital video, to drawing, to performance – are used to explore and represent different cross-disciplinary notions of time in the fields of art, design, science, and industry. The course will have a number of sections each following a particular theme: Composition, Embodied, Frame, Metropolis.

Introduction to Political Economy
This course introduces the principles of microeconomics and macroeconomics and equips students with the necessary tools for analyzing current economic conditions and understanding their implications for individuals and enterprises. Students examine competition and market structure as well as the mechanics of individual and firm decision-making and allocation of resources. Students also gain an understanding of how production, employment, prices and interest rates are determined at the aggregate level. Additional topics explore the long-term economic growth and prosperity of a nation and the role of monetary and fiscal policies in mitigating crises such as unemployment and inflation.

Program Elective
This course provides students an opportunity to complement and build upon their first year studio experiences with offerings that might include disciplinary studios, advanced skills studios, and exploratory studios. The course options give students the chance to bolster their skills, experience a topic related to a discipline of interest, or to simply explore an unfamiliar way of experiencing art and design.

Sophomore Year Course Descriptions

Marketing, PR, and Business Development
An exploration of theories and principles governing contemporary marketing tools and practices, from the analysis and definition of target markets, the development and organization of communication strategies, to the use of web and social media platforms to efficiently respond to needs of customers, clients and society. Particular emphasis will be placed on design and creative businesses, on tactics and principles for new business development, and on raising the visibility of services and product offerings. Case studies and classroom assignments will investigate the role of occupational, social and cultural factors in targeting information and engaging audiences in public relations practices.

Managing Creative Projects and Teams
This course introduces methods of planning and resource allocation that are central to most forms of project management and examines their application to the practice of design, where innovation is the objective and the means by which it is to be attained are often ill-defined.

Students learn how to break down complex processes into components, to distinguish those that are unfamiliar from those that are routine, and to use techniques such as Critical-Path Methodology to identify and manage levels of risk as projects unfold. As students master these techniques, and thereby develop the insight that is necessary to manage design projects efficiently, they also gain an appreciation of ways that management itself can be a creative activity.

History of Design
This course introduces significant developments in the history of design in Europe and America from 1850 to 2000. The lectures will examine a variety of object types, including furniture, interiors, graphics, and products, and draw examples from the well-known as well as the anonymous. Throughout the course, design will be situated within its social, cultural, political and economic contexts. Materials, technology, and debates informing the configuration of things - such as Modernism and taste - will be considered, as will the changing role of the designer, and the effects of the shifting ways of life on patterns of production and consumption. In addition, the course will also consider how issues of gender, race, and class affect design. Readings will come from both primary and secondary sources, and new approaches and methods in the study of the history of design will be discussed. Pathway: Art and Design History.

Program Elective
This course provides students an opportunity to complement and build upon their second year experiences with Strategic Design and Management-specific offerings that might include seminars, disciplinary studios, advanced skills studios, and exploratory studios. The course options give students the chance to bolster their skills, experience a topic related to a discipline of interest, or to simply explore an unfamiliar way of experiencing art and design.

Studio Elective
This course provides students an opportunity to complement and build upon their second year experiences with offerings that might include disciplinary studios, advanced skills studios, and exploratory studios. The course options give students the chance to bolster their skills, experience a topic related to a discipline of interest, or to simply explore an unfamiliar way of experiencing art and design.

Liberal Arts Elective
These elective seminar courses range from French language, to Psychology, Economics, and Humanities. They are intended to complement students' focus in art and design and are often taken by students from a range of majors. Students can select from a range of face-to-face or online offerings.

Research and Development Methods
An introduction to the nature and integration of design research and iterative development, this course covers tools and methods to better understand real life scenarios and connected design challenges. It introduces principles for planning and conducting observations as well as techniques of accessing and analyzing quantitative data. Students gain practical experience in conducting research outside the classroom, engaging users and experts to share their perspectives on research and project scopes. Working in teams, they learn how to structure

and combine diverse research assignments, experience research dynamics and understand the impact design research can have in innovation processes.

Quantitative Research Methods
QR2: Quantitative Research Methods aims to develop students' skills in identifying a research question, then finding, analyzing, and presenting quantitative information in support of an argument or project. Building upon QR1's numerical and quantitative skills, this course will focus on quantitative research methods and skills, including elements of statistical analysis and their application to business and social sciences. Students will develop an ability to identify, understand, and critique primary and secondary research in industry, scholarly, government, and other specialized publications; they will also gain familiarity with the use of large data sets.

Introduction to Design Studies
This class examines different aspects of design and visuality by looking at larger questions of production, consumption, and use and how these issues become part of a larger discourse about design and visual culture. The design process is intricately tied to visuality, or how things appear and look; thus, the course uses images to provide students with a better understanding of their chosen field of study at Parsons. We will assess the relationship between design and the visual by investigating questions about gender, spatial control, ethics, race, status, and class. We will look at a variety of theoretical, historical, social, and political writings to explore this complicated topic. Pathway: Design Studies.

Junior Year Course Descriptions

Research and Development Advanced Methods
This course builds upon material covered in the introductory Research and Development Methods course, offering students an opportunity to experiment with the development of advanced approaches to the integration of research and design methodology. Relationships between the theoretical frameworks in which methods are grounded and the contexts and conditions in which they are applied will be examined in a project-oriented manner similar to that of the introductory course, but the breadth of such exploration will narrow as students delve deeper into the process of developing methodologies that are tailored to specific domains of interest (much as they might be expected to do in the context of developing a thesis). As students engage in this process — a process that is intrinsically experimental — they will draw heavily upon managerial and organizational skills covered in other courses and, in so doing, will encounter a rich opportunity to demonstrate the value of an education that spans the disciplines of design and management.

Financial Management
This course provides an introduction to accounting as well as to the three major fields of finance: financial institutions, investments, and corporate finance. The emphasis is on a thorough understanding of underlying concepts—including the time value of money, risk and reward, and valuation—and their practical application for entrepreneurs, managers, and investors.

Business Models and Planning
A comparative study of business models and planning processes, this course provides students with an understanding of the basic components of all businesses, and the ability to ask the questions and conduct the research that will enable them to understand how any business is constructed. Topics include internal components (mission and objectives; organizational facilitators and leadership; financial structure, etc.) and external components (external environment and competitive positioning; pricing mechanisms; cultural and geographic landscape, etc.).

Professional Internship
Professional Internship affords students a real-world assignment in a company, institution, or non-profit organization, complementing their academic and studio coursework. Internships allow students to explore potential career paths; to assess their skills against industry standards and identify areas needing improvement; and to practice professional behavior with respect to dress, speech, and general reliability.

Economics and Ethics of Sustainable Design
This course introduces students to the multiple meanings of sustainability for those in design and in business, including environmental stewardship as well as organizational, economic, and technological sustainability. Students consider the various pressures that globalization exerts on these multiple ideals of sustainability, and learn what kinds of structures, standards and (self-) regulations designers and industries may use to define and monitor their relation to these ideals. Students read texts on the cultural, technological, and business issues involved in sustaining growth and innovation, and explore the economic and ecological implications of "business as usual," in order to begin conceptualizing alternatives to traditional business practices.

Research and Development Applied Methods
This course builds upon material covered in the introductory Research and Development Methods course, offering students an opportunity to experiment with the development of advanced approaches to the integration of research and design methodology. Relationships between the theoretical frameworks in which methods are grounded and the contexts and conditions in which they are applied will be examined in a project-oriented manner similar to that of the introductory course, but the breadth of such exploration will narrow as students delve deeper into the process of developing methodologies that are tailored to specific domains of interest (much as they might be expected to do in the context of developing a thesis). As students engage in this process — a process that is intrinsically experimental — they will draw heavily upon managerial and organizational skills covered in other courses and, in so doing, will encounter a rich opportunity to demonstrate the value of an education that spans the disciplines of design and management.

Managing Creative Projects and Teams
This course introduces methods of planning and resource allocation that are central to most forms of project management and examines their application to the practice of design, where innovation is the objective and the means by which it is to be attained are often ill-defined.

Students learn how to decompose complex processes into components, to distinguish those that are unfamiliar from those that are routine, and to use techniques such as Critical-Path Methodology to identify and manage levels of risk as projects unfold. As students master these techniques, and thereby develop the insight that is necessary to manage design projects efficiently, they also gain an appreciation of ways that management itself can be a creative activity.

Department Electives
This course provides students an opportunity to complement and build upon their third year experiences with Strategic Design and Management-specific offerings that might include seminars, disciplinary studios, advanced skills studios, and exploratory studios. The course options give students the chance to bolster their skills, experience a topic related to a discipline of interest, or to simply explore an unfamiliar way of experiencing art and design.

Art History/Design Studies Electives
These elective lecture courses will introduce students to the methodologies of the dynamic intersection between design studies and visual studies. It will familiarize students with the key terms and debates of the area of study or discipline in question, and will consider their historical relevance. For example in visual studies, students will study the relationship between visual culture and the subjects that look at it and create it, as well as the social, cultural, and historical significance of this exchange. Using the rhetorical methods acquired from the readings and the examples from visual culture that are studied in class, the class interrogates taken-for-granted practices of looking.

Liberal Arts Electives
These elective seminar courses range from French language, to Psychology, Economics, and Humanities. They are intended to complement students' focus in art and design and are often taken by students from a range of majors. Students can select from a range of face-to-face or online offerings.

Senior Year Course Descriptions

Senior Requirement
In this course, seniors prepare themselves to assume challenging roles in which design strategy and tactics can be used as tools for strategic change. As design-savvy managers they will soon be setting agendas for growth and change in professional settings. As is consistent with a culminating experience, this course will draw upon and test competencies developed in previous courses. Students will be required to demonstrate an awareness of prominent issues in their chosen fields. On their paths toward the completion of a senior seminar projects, students will employ and refine their evolving skills of research, analysis, explanation, persuasion, and presentation in multiple media.

Portfolio Strategies: Lecture
Like all college students, those who attend programs within Parsons' School of Design Strategies (SDS) are confronted with the challenge of integrating diverse and sometimes fragmented learning experiences into coherent bodies of knowledge. Unlike most students in

traditional degree programs, however, SDS students face an additional challenge as a result of the processes and media with which they work: that of articulating the value of competencies that are embedded in—and often obscured by—the production of complex artifacts. In this lecture/workshop course, students will learn about “knowledge assets” and become skilled at identifying, highlighting and articulating the value of their competencies. The lecture portion of this course will introduce fundamental concepts including knowledge assets, human capital, and intellectual development. Workshop sessions are dedicated to the articulation of individual expertise and interests through the production of a personal portfolio, a portfolio management system, and essays. Lecture/Workshop Section. Note: PSDS 4110 and 4111 must be taken together in order to qualify for credit.

Portfolio Strategies: Workshop
See course description for Portfolio Strategies: Lecture

Advanced Topics (4000 Level)
Electives offered in Advanced Topics challenge students to apply their knowledge of general business concepts and structures to identifying and solving complex business problems. The course provides students with opportunities to study highly specialized topics in general business. Examples of Advanced Topics titles include Leadership, Social Entrepreneurship, and Design Management for The New Economy. Courses are taught through a combination of lecture and discussion; build the ability to conduct advanced business research; emphasize the application of learning specific business problems; and develop individual and team-based project skills. Students are assessed through a combination of exams, written assignments and class presentations.

Business Law
This course provides an introduction to basic principles of business law, with an emphasis on the law of contracts, particularly the law governing contract formation, contract validity and enforceability. It will help students understand the common, statutory and constitutional bases of law, and the law's effects on business and commerce. Students study the operation of the judicial system, from the initiation of a lawsuit to judgment and enforcement. Other topics addressed include: methods of arbitration, negotiation and mediation; alternative dispute resolution; administrative law and government regulation; product liability; business torts; intellectual property; business crimes; negotiable instruments; bankruptcy and debtor-creditor relationships. It also covers some aspects of labor law and business organizations. Upon the successful completion of the course, students will understand the basic principles of law that are applicable to the business world.

Strategic Management
In today's business arena, strategic planning, marketing and analytical skills are demanded by all businesses. It is critical for a manager to have the ability to accurately assess the challenges and complexities of the firm's business environment, and to be versed in the skills and tools for devising strategic plans and to execute them in pursuing optimal strategic directions. This course provides students with the key theories, conceptual frameworks, and techniques that they will use when performing these managerial tasks. Specifically, the course is broken down into six modules: introduction to the management process; the strategic planning process; strategic marketing; organizational structure; human resources policies and

management; and the business of the planning process. The course will also draw upon case studies from various industries. While the theoretical part focuses on fundamental factors affecting the fate of any business, the practical part helps students obtain insights into the operational determinants of business success through the analysis of specific cases.

International Business

This course exposes students to the impact of global economic models upon domestic economies. Issues explored include the business impact of migrating populations, environmental movements, social climates, new technologies, foreign exchange, and international trade agreements.

Department Electives

This course provide students an opportunity to complement and build upon their fourth year experiences with Strategic Design and Management-specific offerings that might include seminars, disciplinary studios, advanced skills studios, and exploratory studios. The course options give students the chance to bolster their skills, experience a topic related to a discipline of interest, or to simply explore an unfamiliar way of experiencing art and design.