MBA904 Human Centred Design T326 Brief

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.
Information contained within this Subject Outline applies to students enrolled in the trimester as indicated

1. General Information

1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
MBA	1 trimester	Postgraduate	Dr Lovasoa Nantenaina ANDRIAMORA lova.andriamora@koi.edu.au L: 7-11, 11 York Street Consultation: via Moodle or by appointment

1.2 Core / Elective

This is a core subject for the above courses.

1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	MBA: 48 Credit Points

1.4 Student Workload

Indicated below is the expected student workload per week for this subject

No. Timetabled Hours/Week*	No. Personal Study Hours/Week**	Total Workload Hours/Week***
3 hours/week plus supplementary online material	7 hours/week	10 hours/week

* Total time spent per week at lectures and tutorials
** Total time students are expected to spend per week in studying, completing assignments, etc.
*** Combination of timetable hours and personal study.

1.5 Mode of Delivery Face-to-face on site unless otherwise notified (please check Moodle). Note – since T322, KOI is in transition and most classes will be returning to face-to-face delivery. However, there are a range of issues remaining because of COVID-19. For example, some students may have trouble travelling to Australia. Because of this some classes may still be online. This affects whether the final exam for a subject will be open-book or closed-book. After enrolment KOI will be able to make a determination and notification will be provided on Moodle before Week 7.

1.6 Pre-requisites Nil

1.7 General Study and Resource Requirements

- Students are expected to attend classes with the weekly worksheets and subject support material provided in Moodle. Students should read this material before coming to class to improve their ability to participate in the weekly activities.
- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

Resource requirements specific to this subject: Specific resources will be identified in discussions with your lecturer. Prescribed readings and research examples will be posted to Moodle for additional guidance and recommended readings listed at section 2.9 will provide useful background reading.

1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

2 Academic Details

2.1 Overview of the Subject

MBA904 Human Centred Design (HCD) gives students a creative and innovative toolkit for tackling challenges and opportunities, both as individuals and within organisations. Students build this toolkit through the full HCD process, from empathy driven research and ideation to prototyping and testing, developing an innovative mindset alongside practical skills for creative problem solving.

Students combine HCD knowledge with real-world experience, applying concepts, methods and practices across an enterprise wide ecosystem, including business model innovation and digital transformation. The subject places strong emphasis on data driven design and decision making, and examines how HCD shapes the strategic development of products and services, from early concept through to Minimum Viable Product (MVP).

Students also learn to apply HCD principles to organisational change, covering innovation strategy, building innovative teams and culture, and leading change through sustainable and responsible design practices. The subject closes by drawing these threads together, addressing measurement, ethics and the future direction of HCD, including the growing role of Artificial Intelligence (AI), agentic systems and emerging technologies in design work.

2.2 Graduate Attributes for Postgraduate Courses

Graduates of Postgraduate courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Master's degree under the Australian Qualifications Framework (2nd edition, January

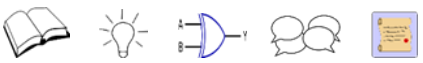
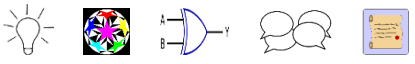
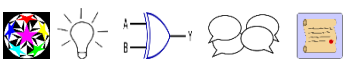
2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

King's Own Institute's generic graduate attributes for a master's level degree are summarised below:

	KOI Master Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge, including recent developments and applied research methods
	Critical Thinking	Critical thinking skills to identify and analyse current theories and developments and emerging trends in professional practice
	Communication	Communication and technical skills to analyse and theorise, contribute to professional practice or scholarship, and present ideas to a variety of audiences
	Research and Information Literacy	Cognitive and technical skills to access and evaluate information resources, justify research approaches and interpret theoretical propositions
	Creative Problem Solving Skills	Cognitive, technical and creative skills to investigate, analyse and synthesise complex information, concepts and theories, solve complex problems and apply established theories to situations in professional practice
	Ethical and Cultural Sensitivity	Appreciation and accountability for ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Leadership and Strategy	Initiative, leadership skills and ability to work professionally and collaboratively to achieve team objectives across a range of team roles Expertise in strategic thinking, developing and implementing business plans and decision making under uncertainty
	Professional Skills	High level personal autonomy, judgement, decision-making and accountability required to begin professional practice

2.3 Subject Learning Outcomes

Listed below, are *key* knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
a) Formulate a creative and innovative toolkit for personal and organisational mindsets to deal with challenges and opportunities	
b) Combined both the knowledge and experience with human centred design concepts, methods and practices within an enterprise wide ecosystem	
c) Examine the importance of data driven design and decision making within an enterprise wide ecosystem	
d) Appraise the strategic impact of human centred design on developing products and services	
e) Propose ways to incorporate human centred design principles as an approach to the management of organisational change	

2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

Weekly Planner:

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
Week 1 26 October	Foundations of Human-Centred Design & Mindset **AI as a Creative Partner — Human–AI co-creation in design*	Tidd & Bessant Ch1 Dawson et al., Ch1,2 Rouse Ch1 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling
Week 2 02 November	Business Innovation, Value Creation & Business Model Innovation **AI-Augmented Business Model Innovation — GenAI and new value propositions*	Tidd & Bessant Ch1,3,13 Dawson et al., Ch1,2 Rouse Ch1 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling
Week 3 09 November	HCD Process, Tools & Empathy-Driven Design **AI and Empathy at Scale — opportunities and limits of machine-generated insight.*	IDEO.org Design Kit Tidd & Bessant Ch2 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling
Week 4 16 November	Digital Transformation, Innovation Platforms & AI Integration **Agentic AI and the Future of Design Work*	Tidd & Bessant Ch2 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling **A2 DUE**
Week 5 23 November	Innovation Strategy & Strategic HCD Tools ** Organisational AI Strategy dynamic shift in embedding AI capability into organisational innovation strategy*	Tidd & Bessant Ch4,6,7 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling
Week 6 30 November	Sustainable Innovation, Social Impact & Responsible AI Design ** Responsible AI in HCD — ethics, bias, fairness and inclusive design*	Tidd & Bessant Ch14 Rouse Ch7,8 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
Week 7 07 December	Products & Services Development — From Idea to MVP **AI and the Compressed Innovation Cycle*	Tidd & Bessant Ch9,10 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling
Week 8 14 December	Human Dimensions: Change Management & Organisational Behaviour ** Human–AI Teaming — managing change when AI enters organisations*	Dawson & Andriopoulos Ch6a,6b,12 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling
Week 9 04 January	Building the Innovative Organisation — Teams, Culture & Structures **Designing AI-Ready Organisations — culture, skills and structural enablers*	Tidd & Bessant Ch5 Journal articles (see Moodle)	**A1 milestone:** Self-Reflection Journaling
Week 10 11 January	Promoting Innovation Leadership to Drive HCD **Leading AI-Enabled Change*	Dawson & Andriopoulos Ch7,15 Journal articles (see Moodle)	**A1 milestone** Self-Reflection Journaling **A3 Report Due**
Week 11 18 January	From Insight to Experimentation: Prototyping, Capability & Knowledge Management **When the organisation forgets — AI, institutional memory, and learning*	Tidd & Bessant Ch10,15 Journal articles (see Moodle)	**A3 Due:** Pitch Presentations and Viva Voce continue (as scheduled)
Week 12 25 January	Capstone: Integrating HCD — Measurement, Ethics & Future Directions **Understanding AI Futures in HCD — agentic design systems and the evolving designer role*	Tidd & Bessant Ch15 Journal articles (see Moodle)	**A3 Due:** Pitch Presentations and Viva Voce continue (as scheduled) **A1 Due**
Week 13 01 February	Study review week and Final Exam Week		
Week 14 08 February	- Final Exam Week - Continuing students - enrolments for T127 open		Please see the exam timetable for the exam date, time and location
Week 15 15 February	- Student Vacation begins - New students - enrolments for T127 open		

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
Week 16 22 February	• Results Released • Review of Grade Day for T326 – see Sections 2.6 and 3.2 below for relevant information. • Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T127 01 March 2027			
Week 1 01 March	Week 1 of classes for T127		

2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (1 hour/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

2.6 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 1: **HCD Case Analysis Report** (Individual) 1500 words	Week 4	**25%**	**a, b, e**

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 2: Group Report **Integrated HCD Project** ➢ A Group Written Report (1500 words) ➢ An Individual Pitching Presentation of the Group Project and MVP ➢ An Individual Viva Voce Group size: Maximum of three (3) members per group.	**Report:** Week 10 **Presentation and Viva:** Week 11-12	**50%** ○ 20% Group Report ○ 15% Individual Pitching ○ 15% Individual Viva	**a, b, c, d, e**
Assessment 3: **Reflection Essay** (Individual) 1500 words	**Assessed:** Week 1 – 11 **Submission:** Week 12	**25%**	**a, b, c, d, e**

Requirements to Pass the Subject:

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.

2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

Prescribed Text:

Tidd, J. and Bessant, J. (2025) *Managing Innovation: Integrating Technology, Marketing and Organisational Change*. 8th edn. Chichester: John Wiley & Sons.

Recommended Reading:

Blankesteijn, M.L.M., 2024. Towards transformative experiential learning in science-and technology-based entrepreneurship education for sustainable technological innovation. *Journal of Innovation & Knowledge*, 9(3), p.100544. https://doi.org/10.1016/j.jik.2024.100544

Dawson, P. and Andriopoulos, C., 2017. *Managing change, creativity and innovation*. 5th ed. London: Sage Publications. (**Important book*)

Eikevåg, S.W., Auernhammer, J., Elverum, C.W., Dybvik, H. and Steinert, M., 2024. Human-centred engineering design: a cross-disciplinary product innovation practice. *Proceedings of the Design Society*, 4, pp.255-264. https://doi.org/10.1017/pds.2024.28

Hasani, N., Hosseini, A., Ashjazadeh, Y., Diederichs, V., Ghotb, S., Riggio, M., Hansen, E. and Nasir, V., 2025. Outlook on human-centred design in industry 5.0: towards mass customisation, personalisation, co-creation, and co-production. *International Journal of Sustainable Engineering*, 18(1), p.2486343. https://doi.org/10.1080/19397038.2025.2486343

*AUSTRALIAN INSTITUTE OF BUSINESS AND MANAGEMENT PTY LTD © ABN: 72 132 629 979 CRICOS 03171A

Hellström, D. and Olsson, J., 2024. Let's go thrift shopping: exploring circular business model innovation in fashion retail. *Technological Forecasting and Social Change*, 198, p.123000. https://doi.org/10.1016/j.techfore.2023.123000

Huang, W. and Ichikohji, T., 2023. A review and analysis of the business model innovation literature. *Heliyon*, 9(7).

Ilyas, I.M., Kammerlander, N., Turturea, R. and van Essen, M., 2024. When business model innovation creates value for companies: A meta-analysis on institutional contingencies. *Journal of Management Studies*, 61(5), pp.1825-1883. https://doi.org/10.1111/joms.12966

Kanbach, D.K., Heiduk, L., Blueher, G., Schreiter, M. and Lahmann, A., 2024. The GenAI is out of the bottle: generative artificial intelligence from a business model innovation perspective. *Review of Managerial Science*, 18(4), pp.1189-1220. https://doi.org/10.1007/s11846-023-00696-z

van Uffelen, N., Vermaas, P. and Pesch, U., 2024. Dealing with wicked problems: Normative paradigms for design thinking. *She Ji: The Journal of Design, Economics, and Innovation*, 10(4), pp.441-455. https://doi.org/10.1016/j.sheji.2024.11.003

Wang, N., Kim, H., Peng, J. and Wang, J., 2025. Exploring creativity in human–AI co-creation: a comparative study across design experience. *Frontiers in Computer Science*, 7, p.1672735. https://doi.org/10.3389/fcomp.2025.1672735

Wadinambiarachchi, S., Waycott, J., Rogers, Y. and Wadley, G., 2025. Imagining design workflows in agentic AI futures. In: *Proceedings of the 37th Australian Conference on Human-Computer Interaction*, November 2025, pp.19-35. https://doi.org/10.1145/3764687.3764719

Useful Websites

The following industry websites are useful introductory sources covering a range of information useful for this subject.

- R&D Management - https://onlinelibrary.wiley.com/journal/14679310
- Journal of Management Studies - https://onlinelibrary.wiley.com/journal/14676486
- Strategic Organization - https://journals.sagepub.com/home/soq
- Journal of Organizational Effectiveness: People and Performance -
- https://www.emerald.com/insight/publication/issn/2051-6614
- Human Resource Development Review - https://journals.sagepub.com/home/hrd
- https://www.vic.gov.au/human-centred-design-playbook
- Boston Consulting Group: https://www.bcg.com
- IBM: https://www.ibm.com

Also, The following website are useful sources covering various Human Centred Design and Innovation tools:
https://www.innovationtraining.org/top-books-on-human-centered-design/