

2024/25

# Master in Designing and Leading Creative Organisations



**BAU is an arts and design college in Barcelona that is affiliated with the University of Vic – Universitat Central de Catalunya. It provides official degree courses in design and fine arts, master's degrees and postgraduate courses, and other continuing education courses within the European Higher Education Area in the fields of graphic design, audiovisual design, space design and fashion, as well as fine arts.**

**Founded in 1989, BAU is a centre with a university structure, a pioneer in research and scientific activities and also in the provision of third cycle studies through the Doctoral Programme in Design and Communication.**

**Covering an area of more than 10,000 m2 across three industrial buildings in the heart of Poblenou, Barcelona's design, art and technology district, BAU boasts all kinds of infrastructures and equipment that have been adapted to our own working methodology and designed to develop creativity, research and experimentation.**

## Continuing Education

BAU has solidified the second cycle university programme with the fourth edition of the Master's Degree in Research and Experimentation in Design (an official qualification that grants access to doctoral studies) and established the third cycle with the BAU/UVic-UCC Doctoral Programme in Design and Communication.

Meanwhile, BAU offers master's degrees and postgraduate courses —BAU's own university-level qualifications—, Online Specialisation Courses —in collaboration with the RMIT from Australia—, the diploma in Graphic Design and the Summer University, all of which aimed at meeting the training requirements of graduates and design professionals who are seeking a high degree of specialisation with which to successfully tackle their professional activity in both specific and cross-disciplinary fields.

With a teaching staff comprised of PhDs, graduates and specialist professionals from fields such as design, art and humanities, communications and psychology, BAU is a centre that is renowned for its educational quality and pedagogical innovation.

The combination of a theoretical foundation with practice and experimentation; the commitment to small group sizes; the guidance provided throughout the students' learning process; the work placement and internship service; and the multitude of complementary training activities are just some of the benefits of studying at BAU.

The duration of the master's degrees and postgraduate courses is one academic year. In the case of master's degrees comprised of two postgraduate courses, students may study the courses independently, simultaneously or in separate academic years. In addition, they are offered the possibility to combine studies and work or internships in companies.

BAU's continuing education programme responds to the needs of graduates and professionals from the design sector and other related fields who wish to continue their university education, enhance their academic qualifications and expand their professional skills.

## Why choose BAU?

An educational model focused on research and professionalisation.

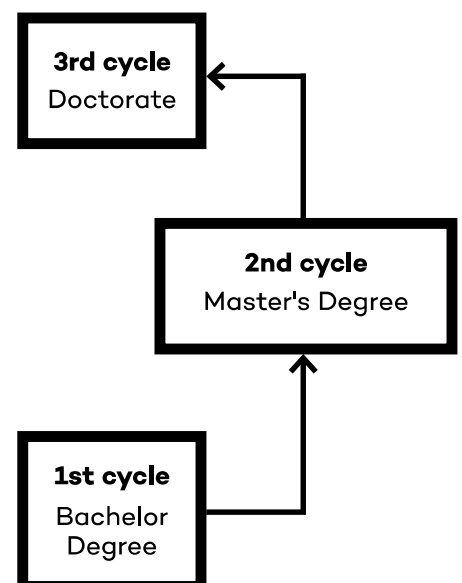
A methodological model based on experimentation.

Design-centric programmes as an agent of social change.

Certification and quality control accredited by AQU and ANECA and recognition from the RUCT as a centre that provides official qualifications.

Specific infrastructures supporting design, fine arts and the creative community.

Barcelona, one of the global capitals of the creative industry.



# Master in Designing and Leading Creative Organisations

Creative teams exhibit specific characteristics in their functioning and work approach: a need for freedom and autonomy, a high degree of knowledge, low tolerance for boredom, permanent curiosity, resistance to acknowledging leadership, among others. Although these distinctive traits create favorable conditions for creative production, they also present unique demands for those responsible for leading them.

The Master considers these traits not as problematic but as a starting point. It aims to prepare those who are responsible for leading these teams with the skills to lead individuals and collectives, so they can channel energy towards the development of products or services, maintaining creativity at the highest level and channeling it productively. This channeling involves designing suitable working conditions that help define processes and responsibilities, both in an organized and flexible manner, taking into account the demands of the environment.

The context of the so-called creative industries has always been characterized by dynamism, competitiveness, and demand, requiring almost instantaneous adaptive capacity in both results and working methods. Additionally, the impact of Artificial Intelligence (AI) will continue to cause profound disruption to all these processes. This context, along with the intrinsic characteristics of professional activity, makes practical and unique know-how essential for those who lead and manage organizations, projects, and teams of this nature, not only to adapt but also to anticipate a complex and expectedly more complex environment. The challenge posed by all these factors in the immediate future

makes the skills proposed in the Master a key foundation for managing teams in any creative field.

## Coordination

### Jaume Benavent Guardia

Expert in the exercise of leadership roles in organisations. Project Director of the Innova Institute. Coordinator of the Master.

Degree in Pedagogy, UAB. Master in Human Resources Management and Process Consultancy for Organisations, UB, Barcelona. The Professional Development Programme, IOD (Leuven, Belgium). Director of the International Seminar Leadership with Engagement and Accountability at work, GRN, The Netherlands. He directs the Centre for Research on Organisational Practices in the Social Field, Innova. He is a consultant for several experiential learning seminars such as Leadership, Innovation and Power, Generating Creative Alternatives to Uncertain Futures or the Leadership in Action Programme, Innova. He currently advises, among others, family-owned companies and management teams of creative organisations in their organisational structuring processes.

### Joan Roma i Vergés

Expert in development and transformation processes in creative organisations. President of the Innova Institute. Creator of the structure and content of the Master.

Degree in Psychology (UAB) and in Philosophy and Arts (UB), Barcelona. He specialises in organisational development, transformation and leadership at CSP (La Jolla, California), IOD

**Edition:** 1st

**Teaching period:** from October 3th 2024 to May 30 2025. Final master's project presentation: June 2025.

**Schedule:** Thursday and Friday from 15:00 to 21:00

**Modality:** on-site

**Language:** English

**Price:** 10.400 €

**Qualification:** Master's Degree in Designing and Leading Creative Organisations awarded by the UVic-UCC

**Credits:** 60 ECTS

(Leuven, Belgium) and TIHR (London, UK). His broad international experience includes consulting on organisational transformation in different sectors, especially in the creative sector, where he has also been an entrepreneur. He has led and continues to lead experiential learning activities that emphasise transferability such as Leadership, Innovation and Power (26th edition) or the From Idea to Action Programme (20th edition), Innova, and is exploring new ways of accessing generativity and intuition applied to organisations.

## Objectives

- Design organizational structures that enhance the efficient use of creativity in teams
- Drive and guide organizational change processes, managing team resistances
- Stimulate the creative potential of the organization and a culture of innovation
- Balance structuring systems (in-framing) with emerging (creative) movements

- Connect environmental conditions and complexity with the state and potentialities of the organization
- Influence the creation of organizational identity and purpose
- Mobilize internal and external sources of power in favor of the project
- Identify unconscious trends in leadership exercise
- Manage emotional phenomena present in the work team.

## Methodologies

The program's focus is on learning through the participant's practical experience. The methodologies are designed to allow participants to transfer their learning to their organizational practice, combining guided experiential exercises, role-playing, embodiment practices and use of space, dialogues with leaders of creative teams/organizations, presentation of conceptual frameworks, observation practices of team dynamics, comments on readings on key topics, and practical contrasts with their own organizational experiences. Some modules have individualized tutorials to accompany the learning and practical application process. The Master's Final Project proposes to participants a creative integration of the various capacities, methodologies, and conceptual frameworks developed during the Master.

## Programme

### Module 1 – Design of Organizational Architecture

Connect environmental conditions and complexity with the state and potentialities of the organization, considering the complexity of the environment and the type of project.

- Characteristics of the creative organization
- Dimensions of complexity
- Circular and systemic causality analysis

- Project management: critical path, Agile (Scrum, Canvas, Crystal, DSDM)
- Governance role
- Design approaches: structural, procedural, viability.

### Module 2 – The Leadership Role

Identify unconscious trends in leadership exercise, connecting them with organizational dynamics and the task to be developed.

- Leadership, power, and authority
- Organizational dynamics of creative teams
- Role-person-system and Imago-Affective Representations (RIAs)
- Analysis of one's own role and effects on teams and results
- Optimal distance in anxiety or difficulty situations.

### Module 3 – Team Management and Group Dynamics

Intervene effectively in group dynamics that affect project development and mobilize dynamics that are favorable.

- Group phenomena and their management
- Unconscious roles in a work team
- The "Negative Capacity" to manage conflict situations
- Types of interventions to redirect the task
- Meeting management and collaborative work methodologies.

### Module 4 – Change and Transformation Processes

Acquire the skills and methodologies to effectively drive and accompany complex project transition processes and channel resistances in favor of the new direction.

- Characteristics of a transformation process
- Types of resistances, manifestations, and their channeling
- The role of narrative as a sense-making tool

## Syllabus

Module 1 – Design of Organizational Architecture

Module 2 – The Leadership Role

Module 3 – Team Management and Group Dynamics

Module 4 – Change and Transformation Processes

Module 5 – Political Skills

Module 6 – Creative and Innovation Processes

Module 7 – Systemic Reading of the Environment

Module 8 – Master's Final Project

- Participatory conditions in change processes
- Conceptual paradigms of change approaches.

### Module 5 – Political Skills

Identify the political map of project stakeholders, their interactions, and sources of influence and power, choosing the most appropriate strategies.

- Impact of stakeholders on project development
- Methodologies for identifying areas of political interest and influence
- Political representation and its function
- Tactics and influence strategies.

### Module 6 – Creative and Innovation Processes

Stimulate the creative potential of the organization and a culture of innovation

among organization members, making it a habitual internal operating practice.

- Innovation as a process and organizational implications
- Phases and states of a creative process
- Ability to manage uncertainty and ambivalence
- Management of contradictions as a tool for opportunity emergence
- The role of creativity in creative teams.

### **Module 7 – Systemic Reading of the Environment**

Build a systemic overview of the environment and future trends, practicing propositional methodologies of organizational identity.

- Understanding the target audience and new observation methodologies (Buyer Persona, Customer Journey, Customer Experience, Conversion Funnel)
- Communities: new models of relationship with customers
- Conceptual and strategic methodological approaches
- Methodologies to shape social and business contribution
- Threats and opportunities of AI.

### **Module 8 – Master's Final Project**

This work proposes a creative reflection-action by the participant based on an organizational situation that allows the integration of the conceptual and methodological frameworks worked on while relating to the participant's own experience.

## **Career opportunities**

The program is aimed at professionals who take on or want to prepare for leadership roles in organizations in various creative fields, such as cultural management, creative and artistic production, customer experience management, art and interactive art direction, event organization and planning, advertising management, project entrepreneurship, management of ad hoc teams of creative

professionals, HR management in organizations of creative professionals, user experience management, and communication/social media management.

## **Teachers**

### **Jaume Benavent Guardia**

Expert in the exercise of leadership roles in organisations. Project Director of the Innova Institute. Master coordinator.

Degree in Pedagogy, UAB. Master in Human Resources Management and Process Consultancy for Organisations, UB, Barcelona. The Professional Development Programme, IOD (Leuven, Belgium). Director of the International Seminar Leadership with Engagement and Accountability at work, GRN, The Netherlands. He directs the Centre for Research on Organisational Practices in the Social Field, Innova. He is a consultant for several experiential learning seminars such as Leadership, Innovation and Power, Generating Creative Alternatives to Uncertain Futures or the Leadership in Action Programme, Innova. He currently advises, among others, family-owned companies and management teams of creative organisations in their organisational structuring processes.

### **Joan Roma i Vergés**

Expert in development and transformation processes in creative organisations. President of the Innova Institute. Creator of the structure and content of the Master programme.

Degree in Psychology (UAB) and in Philosophy and Arts (UB), Barcelona. He specialises in organisational development, transformation and leadership at CSP (La Jolla, California), IOD (Leuven, Belgium) and TIHR (London, UK). His broad international experience includes consulting on organisational transformation in different sectors, especially in the creative sector,

## **Admission requirements**

University graduates in artistic and creative careers, professionals in the communication and fashion sector.

In order to pre-register for a Master degree, it is essential to submit a project portfolio. Students who are unable to provide proof of a previous university degree will be awarded a Specialization Certificate certifying that they have taken the Master course.

## **Admission process**

The pre-registration process is conducted online. For a detailed description of the admission process and the required documentation, [please visit our website](#).

where he has also been an entrepreneur. He has led and continues to lead experiential learning activities that emphasise transferability such as Leadership, Innovation and Power (26th edition) or the From Idea to Action Programme (20th edition), Innova, and is exploring new ways of accessing generativity and intuition applied to organisations.

### **Sandra Carrau Pascual**

Expert in group dynamics for creative teams. Partner-Consultant of the Innova Institute. Coordinator of the Master's teaching team.

Degree in Sociology, UB. Postgraduate in Human Resources Management, IDEC-UPF, Barcelona. Customer Experience Strategy and Design Programme, BAU and RMIT. Co-created the Seminar Organising in Collaboration: Creating Networks by Undoing Organisational Charts, Innova. She has been a lecturer at the Leadership in creative

processes Workshop, Master's Degree in Art Direction in Advertising, URL. She has been and is a consultant for experiential learning seminars such as Being, Meaning, Engaging: Resistance and Transformation in Systems, TGI, (London, UK). As a consultant she advises and researches on the creation of organisational conditions conducive to interdisciplinary work. She directs the Centre for Research on Organisational Practices in the Social Field, Innova.

### **Lluís Chico Roca**

International business development

MSc in Industrial Engineering and a Postgraduate in Leadership, Innovation and Management, with a +20 years of international working experience in the industry and R+D Centers (HP, SDRC, Eurecat, APPLUS+, NEOS). Also VicePresident of CataloniaBIO&HT (Association of Biotech/Medtech companies in Catalonia) and BoD member of BIOCAT. Experienced entrepreneur, partner and CEO of a medical device company, specialized in R+D and commercialization of surgical implants worldwide. With a proven track record of company milestones such as: product and team creation, raise of several Million Euro in funding, and the commercialization of a new concept of cranial implants (with sales in USA, EU, Japan, China). Lluís' professional career has mainly been linked to high added value product creation, certification, and its international business development.

### **Fernando Leeson Martínez**

Expert in the design of organisational structures. Co-founder of the Innova Institute.

B.Sc. in Computer Science, UNCPBA, Argentina. With a long experience managing software design and implementation projects, especially Hospital Management projects and Electronic Health Record implementation in healthcare centres and other compa-

nies. He has been project manager and founder of the companies Easyinf and ITIS. He is currently Director of the Digital Transformation Area of the Fundación TIC Salud Social, Generalitat de Catalunya, and as a consultant, he is especially interested in the design of methodologies that help communication between clients-users and the technicians who implement creative ICT solutions and in Socio-Technical methodologies of organisational design.

### **Nani Marquina**

Carpet designer and founder of her namesake brand.

Guest lecturer at the Master in Designing and Leading Creative Organisations.

After studying industrial design at the Massana School in Barcelona and seeing the success of her first textile designs made to order, 35 years ago she founded her namesake brand, breaking into the market with a revolutionary vision: to turn the classic rug into a contemporary product. The company has received important awards such as the National Design Award. On the other hand, Nani Marquina has chaired several design associations such as ADP (Asociación Profesional de Diseño), Red (Reunión Empresas de Diseño) and FAD (Fomento de las Artes y Diseño). nanimarquina is today an international reference in the design, production and distribution of hand-made carpets with a long history in the creation of private and public projects; always combining tradition with research and sustainability.

### **Asun Panero**

Creative Director and Product Development at Nusa Studio.

She graduated from the School of Fashion Arts and Techniques. She trained professionally in several companies specialised in lingerie and swimwear, such

as Andrés Sardá. She founded Nusa Studio, from where she collaborates with several fashion brands, where she develops the product according to the client's needs. From 2009 to 2021, she joined the multinational Lacelier (VFB Lingerie - Vanity Fair Brands) as Creative Director and Product Development for the different brands of the group, managing a team of 35 people specialised in design, pattern making, product development, sampling, tailoring, industrialisation and working closely with the Product Marketing and Communication team. In 2021 she takes over Nusa Studio, where she makes it possible to collaborate from a small and flexible structure with the needs of each client, helping the brand to transform ideas into products, through design, technology and materialisation. The product from A to Z.

### **Dani Reyes Vilaplana**

Expert in organisational identity methodologies. Director of Innovation and Research, CCMA (TV3 and Catalunya Ràdio).

Degree in Business Administration and MBA, ESADE and McGill University of Montreal, Digital Business Executive program, ISDI. He has been Head of Research, Head of Marketing at Club Super3 (National Culture Award of the Generalitat), Head of Promotion and Branding and Marketing Director, CCMA. He is currently Head of Innovation and Research at the CCMA. In recent years he has focused his career on strategy, transformation, change management and innovation, setting up the Transformation and Development department and leading the preparation of the CCMA's Strategic Plan. He collaborates with ESIC as an associate lecturer in communication, marketing and strategy, and carries out strategic consultancy projects for companies.



## Marc Roma

Creative and business director of Abacus Idea, the content area of the Abacus cooperative.

Trained in journalism, scriptwriting and audiovisual direction, he is the author of different television formats and has worked as director and executive producer for dozens of audiovisual projects in different creative fields: fiction, documentary, advertising and entertainment. In recent years, his creative direction arc has expanded into other fields such as virtual reality, events, digital content and exhibitions. Since 2021 he has been creating and directing Abacus Idea, the content creation and production area of Abacus. He has been leading creative teams for 25 years, whether in editorial, audiovisual, experiential or digital environments, and has collaborated with many of the sector's leading figures in recent years: Carlos Marques-Marcet, Judit Colell, Marc Recha, Carla Roquet, Neus Ballús, Agustí Villaronga, Román Parrado, Silvia Quer... Their films have won national and international awards..

## David Sierra Lozano

Expert in organisational strategic vision. Partner-Consultant of the Innova Institute. Creator of the structure and content of the Master programme.

Degree in Psychology, UB. Postgraduate in Human Resources and Process Consultancy, UB, Barcelona. Process Design for Strategic Management programme, MIT Sloan Business. He has been a lecturer at the Workshop on Leadership and the Creative Process, Master's Degree in Art Direction in Advertising, URL. He is a member of the staff of experiential learning seminars such as Leadership, Innovation and Power, the Political capacities in organizations Program and the Accompanying organizational changes Program, Innova. As a consultant he participates, among others, in programmes for the creation of Shared Strategic Vision in several

countries and in the development of the Systemic Contributions Methodology for specialised knowledge companies and creative organisations. He advises managers in their leadership role.

## Joan Teixidor

Sociologist and photographer. Facilitator of creative processes. Partner-cooperator of the Innova Institute.

Degree in Sociology, UB. Trained at the Institute of Photographic Studies of Catalonia. Lecturer in the analog laboratory in the Master's Degree in Creative Photography at ESCAC and specialisation in black and white analog photography at the Institute of Photographic Studies of Catalonia and in other educational centres. She combines the training of students with curating exhibitions based on analog photography. He has held several art exhibitions and is the author of the publications: Tomeu, ocell (2022), Visions of Death Metal (2022) and Summoners (2023). In 2010 he created the Teixirep Press label to identify his photographic activities, whether in the field of documentary art, education or exhibition curation.

## Amaru Zeas-Sigüenza

Film Maker and Art Director. Guest lecturer at the Master.

Since 2019 Amaru is Senior Art Director (AWS) Creative Tools Amazon Web Services (AWS). Originally from Ecuador, Amaru is an Award winning Film-maker and Art Director based in Austin, TX, currently working at AWS. With more than 16 years of experience in the CG industry, Amaru has won multiple awards for his creative CG art and his work has been published numerous times by magazines, and web articles around the world. He made his debut as a movie director back in 2021, when he produced his own short film called Life Hunter. With his second film, Picchu Amaru pays tribute to his

own culture and dedicates the film to all the children in the world.

Latest awards: Cannes Shorts- Best Director, (Picchu). Winner of the HUM 3D Car Render 2018. Selected in the top 100 3D artists around the world by 3D Artist Magazine in 2016. CG Award best of 2016-2017, CG Society. Best substance Art of 2016 exposed in the Substance Days 2017 at Gnomon in Hollywood.

## Affiliated Company

The Master in Designing and Leading Creative Organizations has been created and designed by [Innova](#), [Institut per la innovació organitzativa i social](#), and is included in the line of learning activities it has been developing since 1994 around the theme of organizational transformation. The Institute supports creative organizations and teams in their transition processes, offering them consultancy, role advice, capacity development, and organizational design, through a systemic perspective and complexity management.

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organitzativa i social

# **The BAU community**

## **An international creative community**

The BAU community is comprised of a diverse range of individuals, including more than 1,300 students (a third of whom are master's degree students from 40 different countries), teaching and research staff, and service personnel.

## **BAU Talks – generating content**

In an effort to provide its entire community with a more comprehensive view of design, throughout the academic year BAU holds a [series of conferences](#) on both specific and generic subjects organised by each of the master's degrees.

## **Supervised open workshops**

The [BAU infrastructure](#) is made available to students so they can develop and complete their projects. To this end, BAU has XX workshops (digital manufacturing, 3D printing, typography, screen printing, sewing and knitting, film and photographic sets, etc.) with specialist tutors to encourage experimentation and prototype development.

## **Promotion and Events**

The city of Barcelona hosts a great number of internationally prestigious events and fairs, and its creative industry is responsible for a wide variety of events and activities. This is why we maintain relationships with entities such as Sónar, 080 Fashion Week and BCN Design Week, among others, so that BAU students can benefit (through tickets, discounts, presentations, networking, etc.).

## **BAU Alumni**

Earning a BAU degree gives you the opportunity to forever be part of a [professional and research community](#). By becoming a member, you will benefit from advantages and networking.

## **Barcelona, the city for experiencing design**

The climate, the sea, and the cosmopolitan and multicultural atmosphere mean that Barcelona is a global benchmark in terms of its culture and creative industry, making it one of the European centres for design and architecture and, unquestionably, one of the most prestigious cities in the world.

## **Employment**

The [Job Exchange service](#) responds to the professional needs of both companies and the BAU students and alumni. The primary aim of this service is to guide the BAU community through the process of entering the working world and to provide creative talent and highly qualified staff in response to the professional needs of companies.

Through the JOB TEASER platform, BAU offers professional promotion services and establishes direct contact between companies in the sector and BAU students and alumni in the field of design, according to their different specialisations.

## **Internships at companies**

BAU students who are studying for a master's degree can apply for professional internships with companies in their field of specialisation.

## **Job exchange**

Those students or alumni who are seeking employment or internship offers in our Career Centre must register on the system and complete their professional profile so they can check the offers and stay up to date on the integration resources and professional promotion events. You can also access the Career Centre (Job Teaser) from your Android or iOS device.

## **BTNetworking**

After the end of each academic year, and with the aim of facilitating and encouraging the professional integration of our graduates and master's degree students, BAU organises BAU Talent Networking: a day of talks, workshops and personal interviews that promote professional contact between companies and recent graduates.





ONLINE PRE-REGISTRATION in:  
**[www.bau.cat](http://www.bau.cat)**

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