

DESIGN MANAGEMENT (20CVP324)

Semester 2 2020-21

(1b) Exam paper

This is a (1b) online examination, meaning you have a total of **3 hours plus an additional 30 minutes** to complete and submit this paper. The additional 30 minutes are for downloading the paper and uploading your answers when you have finished. If you have extra time or rest breaks as part of a Reasonable Adjustment, you will have further additional time as indicated on your exam timetable.

It is your responsibility to submit your work by the deadline for this examination. You must make sure you leave yourself enough time to do so.

It is also your responsibility to check that you have submitted the correct file(s).

You may handwrite and/or word process your answers, as you see fit.

Answer any **TWO** questions.

All questions carry equal marks.

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1. You have successfully completed a project for a major client and the client has asked you to work on the next project as the lead design manager. The client is insisting that the multi-disciplinary design team you assembled and developed for the previous project is used on the new project. The building type is different (the first was a new school, this is an urban high-rise mixed-use development) and the site offers different challenges. You have two options:
 - 1-To try to assemble the same design team (option A); or
 - 2-To argue for a new design team that is better suited to the new challenge (option B).
 - (a) What are the advantages and disadvantages of each option? [24 marks]
 - (b) Regardless of the team assembly option, discuss and critique pitfalls to effective team working. [26 marks]

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2. (a) Recommend how value management should interact with the construction project briefing process and the procuring client's ongoing business. Support your recommendation with a critical analysis of the strengths and weaknesses of the value management technique. [20 marks]
- (b) Discuss the merits of using a Project Sponsor to provide the interface between the client body and the construction project team. [15 marks]
- (c) Explain the role of value systems when the group of stakeholders comprising the client body collectively form a judgement of a design proposal. [15 marks]
3. (a) Compare and contrast "static" versus "dynamic" briefing. Discuss the advantages and disadvantages of each. [15 marks]
- (b) Explain which of the two approaches would be the more effective in capturing and documenting the values of relevant stakeholders and communicating them to the design team. [35 marks]

P Demian
A M Anvuur