

DESIGN MANAGEMENT (21CVP324)

Semester 2 2021-22

Online Short-window Exam paper

This is an online short-window examination, meaning you have a total of **3 hours plus 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.

Exam Help

If you are experiencing difficulties in accessing or uploading files during the exam period, you should contact the Exam Helpline. For urgent queries please call **01509 222900**. For other queries email examhelp@lboro.ac.uk

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

You may use a calculator for this exam.

Answer any **TWO** questions.

All questions carry equal marks.

1. In managing design teams:

- a) What are the criteria to consider when assembling the team?
[15 marks]
- b) Describe some common challenges to the effective working of teams or groups and explore how they might be addressed.
[20 marks]
- c) Discuss and critique *leadership* theories and practical *leadership* techniques which can be used to “design your team” and manage team working.
[15 marks]

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2. A client wishes to service a strategic business need that may require the creation of a physical facility.
 - a) Discuss how a value management study could support the client's strategic business need.

[10 marks]
 - b) Discuss the strategies a value manager should use to forge alignment during the value management study.

[20 marks]
 - c) Discuss the tools, techniques and processes the value manager could deploy in the value management study.

[20 marks]
3. As a design manager, you are tasked with managing the briefing process for a new housing estate in Loughborough. Your client is a property developer. The project would comprise 10 housing units and a community recreation facility with indoor and outdoor spaces.
 - a) Discuss how you would capture the clients' value by implementing an effective briefing process.

[25 marks]
 - b) You face pressure to freeze the briefing process, but the client would like to continue developing their requirements into the design process (i.e. a *dynamic* rather than *static* briefing process). Outline the advantages and disadvantages of each of *dynamic* and *static* briefing.

[25 marks]

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