

Design Management 22CVP324

Semester 2 2023

Online Short-window Exam paper

This is an online short-window 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.

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.

Answer **TWO** questions.

All questions carry equal marks.

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1. As a design management expert, you are managing the team for a complex megaproject to design and construct a new town, located in the Chinese province of Heilongjiang for 10,000 people (approximately 2,500 housing units) plus shopping and leisure facilities. The town will be built to serve a new manufacturing industry development, the exact location is confidential, but it is approximately 100km northeast of the provincial capital of Harbin. The major members of the consortium are:
 - A mysterious Russian client.
 - A renowned urban master planning consultancy from Finland.
 - A small architecture practice from Germany, with a reputation for producing extremely creative designs but being difficult to work with.
 - A structural design firm famous for their architectural/sculptural structures.
 - An established French general contractor with worldwide operations.
 - a) Discuss when you would use *integrated working* versus *independent working* in managing the consortium. [25 marks]
 - b) How would you detect and manage *social loafing* amongst individuals or organisations in the consortium? [25 marks]
2. A multi-stakeholder client has a strategic business need for office space in or around Loughborough.
 - a) Discuss the role of function analysis in defining and characterising the value that a solution must provide to the client. [25 marks]
 - b) The client decides that a new facility is required in Shepshed and commissions a design consultancy who develop a concept design. Discuss the role of function analysis in the optimisation of this project. [25 marks]
3. There are several ways to aid the briefing process.
 - a) Which two ways do you believe are generally the most effective in revealing client needs, requirements and values? Justify your selection of those two. [25 marks]
 - b) You are working as a briefing consultant on two projects concurrently: a bespoke single family detached house for a wealthy homeowner (the small project), and an academic office/classroom building for the architecture department of a large, research-led university (the large project). Compare and contrast which of your two briefing aids you would use for each of the projects. [25 marks]

P Demian
A M Anvuur