

Design Management

23CVP324

Semester 2 2024

In-Person Exam Paper

This examination is to take place in-person at a central University venue under exam conditions. The standard length of time for this paper is **3 hours**.

You will not be able to leave the exam hall for the first 30 or final 15 minutes of your exam. Your invigilator will collect your exam paper when you have finished.

Help during the exam

Invigilators are not able to answer queries about the content of your exam paper. Instead, please make a note of your query in your answer script to be considered during the marking process.

If you feel unwell, please raise your hand so that an invigilator can assist you.

You may use a calculator for this exam. It must comply with the University's Calculator Policy for In-Person exams, in particular that it must not be able to transmit or receive information (e.g. mobile devices and smart watches are **not** allowed).

Answer any **TWO** questions.

All questions carry equal marks.

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1. (a) Outline four common pitfalls of effective teamworking in design teams and discuss how the Design Manager can avoid or remedy each of them. [20 marks].
(b) The design and construction of buildings is undergoing a *digital transformation*. Which of those teamworking effectiveness pitfalls do you think would be most exacerbated (made worse) by this digital transformation of construction? Which pitfall would be reduced as a result of the digital transformation of construction? Justify your answers. [30 marks]
2. (a) Discuss the conceptual difficulties faced by the value manager when trying to help stakeholders understand “value” so they can determine their design requirements. [15 marks]
(b) Recommend practices for adoption by the value management workshop facilitator to ensure that:
 - i) the right people are involved in the workshop; and [6 marks]
 - ii) those present in the workshop can develop both an individual and shared understanding of required design objectives. [9 marks](c) Critically evaluate the difference between value management and value engineering when viewed from the perspective of:
 - i) complexity theory, as applied to construction design problems; and [10 marks]
 - ii) the stages through which construction projects typically progress. [10 marks]
3. (a) Discuss the advantages and disadvantages of *static* versus *dynamic* briefing. [20 marks]
(b) Discuss the kinds of projects (in terms of scope, scale and context) in which you would recommend *static* and *dynamic* briefing. [30 marks]

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