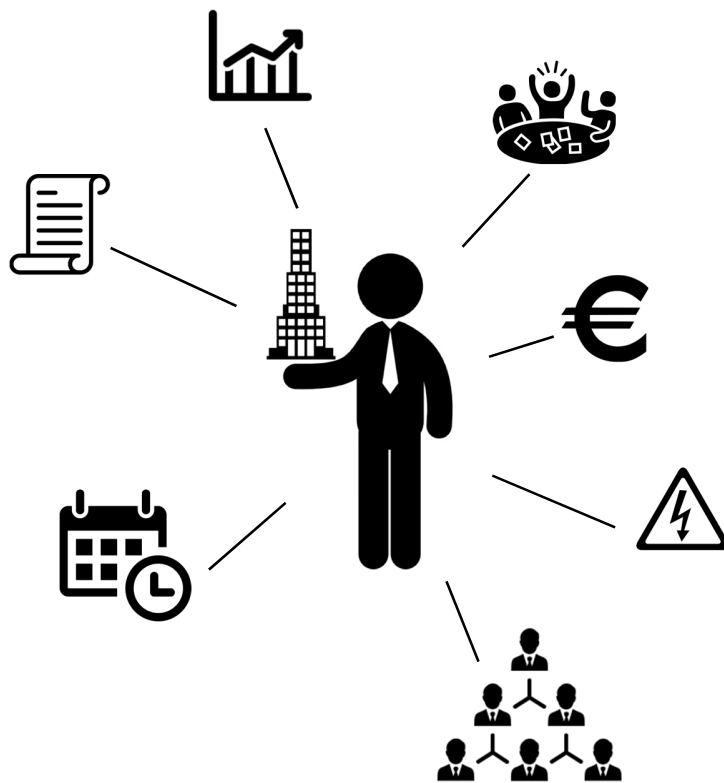


Design and Management

Organise your project!

January 2019, third year students



Design and management

Organise your project!

Year: 3
Duration: Two weeks
Study load: 28 hours
Credits: 1 European Credit for professional experience
Education form: Interdisciplinair (ASL) (introductions and plenary closure)
disciplinary (group sessions)

Organisation Nico van Bockhooven (Educational framework and contact person AvB)
Alijd van Doorn (Educational framework and coordination)

Teachers	Alijd van Doorn	Habeon architecten	introductions moderate
	Martin Fredriks	LeMartin	introductions moderate Guide seminar
	Gerard van Hoorn	Team V Architectuur	introductions moderate
	Wim Voogt	Okra Landschapsarchitecten bv	Guide seminar
	Sjon Pepping	Noord consultants & projectmanagers	Guide seminar
	Dick de Gunst	Hans van Heeswijk Architecten	Guide seminar
	Jaap Brouwer	Ruimte en Duurzaamheid Amsterdam	Guide seminar

Introduction Designers are not managers. Or are they? Although at first sight management and design seem to be fire and ice, in daily practice they go hand in hand. In fact, to realise your dreamed plan the creative performance almost seems to be the easy part. Convincing the client that the design gives the best solution for his question, collaborating with engineers and contractors with their own agenda's and making a profit for the office with your creative endeavours are only a few of the management challenges that designers face. Knowing how to play the game is therefore an important if not crucial aspect of your development as a design professional.

With a bird's-eye view this course will introduce you in the basics of (project) management and tools to organize your design projects.

The case for the module is a design project (free of choice) that you are actively involved with in daily practice. Each week you will reflect on this project from a

different management angle. With this approach, we strive to create a strong link between theory and practice and scale up your learning curve.

Learning objectives 'Organising' is the second professional qualification of the extracurricular program. The given definition of this qualification is: "Is able to organise his/her own work- and design processes, while effectively collaborating with colleagues, stakeholders and involved specialists. In doing so he/she acts responsibly based on his/her insights in the tactic, strategic and organisational aspects of operational business and decision-making."
An elaborate description of this professional qualification can be found in Appendix 2 of the memo 'The External curriculum'

The practical module 'Designing and Organisation' supports these aspects of the professional traineeship. Contrary to aspects related to the content such as aesthetics, technique, regulation etc. this module is tailored to focus on the process and management side of the work of architects, urban designers and landscape architects.

The module is moulded to fit the qualifications of the professional experience. The module primarily addresses the professional qualification 'organising'. At the same time this subject is linked to other qualifications such as positioning, contextuality, communicating and entrepreneurship. This module is fit for students that strive to start their own firm as well as for students that are responsible for the organisation of design projects within the firm they work for.

Content The module concentrates on the organisational aspects of the design profession. Up for discussion are the basic principles of project management, practical tools for the organisation of a project and steering on issues such as quality, collaboration, and risks.

Procedure/ working method The module consists of eight meetings. The first three weeks Alijd van Doorn, Martin Fredriks and Gerard van Hoorn give you theoretic input of several management topics and you will discuss this topics in smaller groups with moderating of Alijd, Martin, Gerard and Nico.

The fourth meeting is the movie 'The socialist, the architect and the twisted tower'.

Then we have three seminars where you will work on the assignment of making a plan of action, based on a project where you work on at your office.

This seminars will be guided by Martin Fredriks, Wim Voogt, Sjon Pepping, Dick de Gunst and Jaap Brouwer.

The last meeting is plenary and then you will present your plan of action.

It is important that you prepare relevant information as input for the sessions. Gather as much information of the project where you work on and that you will use to make a plan of action: Information the office received of the client (the brief), planning, financial information like the fee, people involved at the project (intern and extern) etc.

Literature There is a vast amount of literature on project and design management. Recommended standard works are:

- Gardner, I. (2015) Achieving Successful Construction Projects: A Guide for Industry Leaders and Programme Managers. New York (USA): Routledge
- Project Management Institute (2015) PMBOK Guide. A Guide to the Project Management Body of Knowledge. 5th edition.

To assist the students, we provide a pre-selection of relevant literature. The students are encouraged to read this (and other) literature and use it in their project analysis.

Results The result of the course is an analysis of the organisation of a design project that the student is involved with in daily practice and a plan of approach to realise the main project goals. To finalize the course, the project analysis and the Plan of Approach are presented in a small digital (pdf) booklet with a cover, table of contents, a brief introduction of the project, the analysis and the plan of approach. Each student hands in an individual result. The booklet is to be uploaded at the intranet of the Academy. This document is also part of the practical documents of the second year.

Study load The total study load for the course is 28 hours for attendance during the course , individual preparation (input for the meetings) and to finalise the document.

Assessment / grading The assessment is based on the active contribution of the students during the meetings and on the quality of the final result. Attendance to all eight meetings is mandatory. The study credits count in the year the module is followed.

PROGRAM overview

Location: Reinwardt Academie

dates

- | | | |
|-----------|--|--|
| 1 | Monday 14 January
19.30 – 22.30
Introduction
Theory
Moderators | Introduction.
Project management, scope and brief
Nico van Bockhooven
Alijd van Doorn
Alijd van Doorn
Gerard van Hoorn
Nico van Bockhooven |
| 2. | Tuesday 15 January
19.30 – 22.30
Theory and moderators | Office organisation
Martin Fredriks
Gerard van Hoorn |
| 3. | Wednesday 16 January
19.30 – 22.30
Theory and moderators | Collabaration / Project organization
Alijd van Doorn
Martin Fredriks |
| 4 | Thursday 17 January
20:00 – 22.30 | Film:
The Socialist, the Architect and the Twisted Tower
Discussion |
| 5 | Monday 21 January
19.30 – 22.30
Tutors | Seminar
Martin Fredriks(A)
Sjon Pepping(A)
Dick de Gunst (A)
Wim Voogt (S/L)
Jaap Brouwer (S/L) |
| 6 | Tuesday 22 January
19.30 – 22.30
Tutors | Seminar
Martin Fredriks(A)
Sjon Pepping(A)
Dick de Gunst (A)
Wim Voogt (S/L)
Jaap Brouwer (S/L) |

At the filmacademy



- 7** **Wednesday 23 Januari** **Seminar**
19.30 – 22.30
Tutors Martin Fredriks(A)
 Sjon Pepping(A)
 Dick de Gunst (A)
 Wim Voogt (S/L)
 Jaap Brouwer (S/L)
- 8** **Tuesday 24 Januari** **Final presentations**
Tutors Alijd van Doorn
 Nico van Bockhooven
 Martin Fredriks(A)
 (Sjon Pepping, A)
 (Dick de Gunst, A)
 (Wim Voogt, S/L)
 (Jaap Brouwer, S/L)

PROGRAM by day

1 Monday 14 Januari 19.30 – 22.30

Theme Introduction. Project management and Scope & brief

- Input**
- Planning
 - Budget (fee)
 - Client requirements
 - Vision documents

Student choose a project from the office. This project is used by the students during the group sessions

Introduction Project management.

Within the realm of architectural practice project management is mostly seen as a task that can be attributed to a so called 'project manager'. Traditionally the focus of project management is steering on tangible aspects such as time and money. At the moment, we see a co-evolution of management and design where designers take on a greater interest in project management, whereas project managers are becoming more interested in a 'designerly' way of management' that integrates creativity in project management. In order to (re)gain a central role in design projects management knowledge and skills are crucial for architects.

Scope and Brief

The brief and accompanying documents form the main input for the design. In an ideal situation they give insight in the scope and vision of the client as well as quantitative and qualitative information on the functional and technical requirements. Client requirements come in many shapes and forms. One of the first design and management tasks for designers is to extract the main design issues from these requirements.

In the first meeting of the course we will go briefly into the basics of project management and the clients requirements

During the group sessions, you will discuss the clients requirements, the planning and budget (from perspective of your project of choice as a case study for the course) and compare them with the ones that your co-students bring with them.

During /after the group sessions each student defines five relevant management issues for his or her project.

Program 19:30 – 19:35 Short introduction of the practice module. Nico van Bockhooven

- 19:35 – 20:30 Introduction in project management, scope and brief (Alijd van Doorn)
Experience from practice (Gerard van Hoorn).
- 20:30 – 21:30 Group sessions: Discussion about selected projects and reason of selection.
1. Describe the goals of your project (individual- THINK)
 - Time
 - Money
 - Quality
 2. Discuss the project goals in your group (PAIR)
 - What seem to be the most critical goals?
 - Why are they critical?
 3. Present the results (SHARE)
Discussions moderate by Alijd van Doorn, Gerard van Hoorn and Nico van Bockhooven
- 21:30 – 22:30 Closing session

Result - Analysis of the project goals in terms of time, money, quality
- Presentation of critical management issues

Literature / documents - PMBOK Guide, Chapter 1. Introduction
- Copping, A., Davies, S. (nd) Creativity and the Construction Project Manager: An Exploratory Study.

Project management - Emmitt, S. (2010) Design Management in architecture, engineering and construction: origins and trends
:
- Paton, S., Hodgson, D. Cicmil, S. (2010) Who am I and what am I doing here?: Becoming and being a project manager.
- The new Rijksmuseum. A documentary. [Preview](#)

Literature Scope and Brief: - Gardner, I. (2015) Achieving Successful Construction Projects. Chapter 6. Project definition (15 pages).
- 2. Yu, A.T.W., Shen, Q. (nd) Application of value management in project briefing (p.1 -5)

2 Tuesday 15 Januari 19.30 – 22.30

Theme Office organisation

Input Office planning / project budget (hours)

Introduction Within the context of the design firm design projects have to be organized in such a way that the projects run effectively with an eye on the quality that the firm stands for. A famous quote by sociologist Dana Cuff (1991) in this respect is: “profitability and design excellence seem to be incompatible”.

During this meeting you will analyze how the office you work for deals with this paradox in the organization of their projects. The result is a formal and informal organization scheme of your project.

Program 19:30 – 20:30 General introduction (Martin Fredriks)
Experience from practice (Gerard van Hoorn)
20:30 – 21:30 Group sessions: analysis and discussion
Discussions moderate by Martin Fredriks and Gerard van Hoorn
21.30 – 22.30 Closing session. Presentation of three students of the Office project organization scheme with annotations.
Tutors decide which students present

result Office project organization scheme with annotations

Literature / documents

- Bryan Lawson (2006) How designers think. The design process demystified. Page 233 t/m 286
- Kolleen, J.F., Linn, C. (2002) Lessons from the best-managed firms

3 Wednesday 16 Januari

Theme Project organisation and Collaboration

Input Focus on the position, role and tasks of the client in the project team and his/her view on the position, role and task of the architect.
Team analysis (spider scheme) based on Lencioni.

Introduction The multidisciplinary project organization is probably the main context in which the design project needs organization. Project teams can vary from very small –a client, the designer and a contractor- to extremely big. The client is the key player in this field. Starting from the client perspective you will also look into a broader stakeholder analysis.

After the more formal approach of the project team we will also focus on the informal team collaboration. In practice the influence of ‘soft issues’ like conflict and trust and project culture that determine the success of projects.

After an introduction by Alijd van Doorn of the project organization and the team analysis you will discuss the role of the client in your groups and define the other stakeholders and their positions in the project team. The result is a stakeholder

analysis and the position of the designer (architect, landscape architect or urban designer) in the scheme.

After the more formal approach of the project team we will also focus on the informal team collaboration. In practice the influence of 'soft issues' like conflict and trust and project culture that determine the success of projects. During your group sessions you will discuss your team analysis. The result is a proposal for improvement of your team functionality.

Program	19:30 – 20:30	General introduction (Alijd van Doorn) Experience from practice (Martin Fredriks)
	20:30 – 21:30	Group discussions: Analysis and discussion. Discussions moderate by Alijd van Doorn and Martin Fredriks
	21.30 – 22.30	Closing session: Presentation of team assessment and proposal for improvement

Result First step of office project organization scheme with annotations
First step of team assessment

- Literature / documents**
- Gardner, I. (2015) Achieving Successful Construction Projects. Chapter 3. The client.
 - Mbachu, J., Nkado, R. (2006) Conceptual framework for assessment of client needs and satisfaction in the building development process
 - Lencioni. P. (2002) The five dysfunctions of a team For sale as e-book and hardcopy
 - Salas. E. e.a. (nd) Understanding and improving teamwork in organizations: a scientifically based practical guide.

4 Thursday 17 January

Theme Documentary: The Socialist, the Architect and the Twisted Tower

Program Start 20:00

Input Bring your employer / mentor

Introduction Following on the third meeting and exclusively for the students of this course and their mentors we will showcase the intriguing documentary 'The Socialist, the Architect and the Twisted Tower'.

A dramatic, behind-the-scene-story about the building of Santiago Calatrava's Turning Torso in Malmö. A 190 meter high, twisted residential building which was appointed "world's best residential building project" at Mipim in Cannes, 2005.

Johnny Örbäck is a former social democratic top-politician. At the moment he is MD at HSB Malmö. He sees Calatrava's sculpture and falls in love. An idea is born - would it be possible to build such a house at the old shipyard area in Malmö? The first sod is turned and the project grows, the budget is exceeded over and over. Johnny Örbäck is putting his own reputation at risk. "If this project is in trouble, I'm in trouble!" Santiago Calatrava is an artist, an engineer and an architect. He has built bridges, airports, and opera houses all over the world. Turning Torso is his first skyscraper. It can't go wrong. It will lead the way to the capital of all skyscrapers: New York City. Ingvar Nohlin is in charge of HSB's projects, and the one who handles the common intercessions between the entrepreneurs and the architects - the project must stay within the limits of the budget, without the design being neglected. It's an uneven struggle and he often curses the "damned Spaniards" who don't deliver the sketches in time. The years pass and the project is delayed. In Malmö there is a raging debate over this "showpiece for the rich". "A peoples-movement enterprise such as HSB should build for ordinary people." The budget is now exceeded with nearly 800 million. The pressure on all the involved is enormous. Will it be at all possible to finish the tower? Through the key characters we get a unique glimpse of the world of architecture and of what happens when a vision meet the hard facts of reality. The documentary filmmaker Fredrik Gertten follows the project from the turning of the first sod to the moment when the city has got its new landmark.

5 Monday 21 Januari

Theme Individual assignment: plan of approach

1. Discussion of the results of the analysis (session 1- 4)
2. Choice of the central topic of your plan of approach
3. First lay-out

Input Input: results of the analysis from session 1 - 4

Seminar Work on the assignment and deepen the topics discussed

Program 19:30 – 20:00 Short recapitulation of the subjects of the first meetings
20:00 – 22:00 In this first work session, students choose a central topic for their Plan of Action that will be worked out in the following sessions

22:00 – 22:30 Closing session. Presentation of the results by one student of the group.

- Result**
- Analysis of the critical management issue that will be addressed in the plan of approach
 - General lay out / table of contents of the end result / plan of approach

6 Tuesday 22 January

Theme Plan of approach: first results

Input Discussion of session #3:
Focus on the position, role and tasks of the client in the project team and his/her view on the position, role and task of the designer (architect, landscape architect or urban designer).

Seminar Work on the assignment and deepen the topics discussed

Program

19:30 – 20:00 Short recapitulation of the subjects of the second meeting

20:00 – 22:00 Group sessions: work on the analysis of stakeholders and the role of the designer based on the project of the office where students work on.

22.00 – 22.30 Closing session. Short presentation / discussions of the results.

Result Stakeholder analysis: Position of the designer in the scheme

7 Wednesday 23 January

Theme Collaboration and Project organisation

Input Team analysis (spider scheme) based on Lencioni.
Focus on position of the client, role and tasks in the project team and his/her view on the position, role and task of the architect.

Seminar Work on the assignment and deepen the topics discussed

Program

19:30 – 20:00 Short recapitulation of the subjects of the third meeting

20:00 – 22:00 Work on the Stakeholder analysis: Position of the designer in the scheme and Team assessment and proposal for improvement

22:00 – 22:30 Closing session. Presentation of /discussion about the results

Result Stakeholder analysis: Position of the designer in the scheme and Team assessment with proposal for improvement

8 Thursday 24 January

Theme Final presentations

input Final presentation
Presentation of some representative students of the critical management issue that are be addressed in the plan of approach and the end result / plan of approach

Participants groups

Groep	email	werkgever	mentor
Groep Martin Fredriks			
Bentvelsen, Esther Berkmann, Alex Boer, Karel de Dries, Stijn Es, Mickael van Ete, Stephanie Fiocchi, Agnese Geerts, Niels Grote, Wouter Marieke Schut	esther.bentvelsen@student.ahk.nl alex.berkmann@student.ahk.nl karel.deboer@student.ahk.nl stijn.dries@student.ahk.nl mickael.vanes@student.ahk.nl stephanie.ete@student.ahk.nl agnese.fiocchi@student.ahk.nl niels.geerts@student.ahk.nl wouter.grote@student.ahk.nl mariekeschut87@gmail.com	Space encounters Heren 5 architecten Karel originele ideeën ? ? The Cloud Collective Inarchitects De Architecten Cie Workshop architecten	
Groep Sjon Pepping			
Hendriks, Veerle Hopf, Angelina Karst, Koen Laurent, Elise Moushegh, Shant Pinksteren, Bart van Rondeel, Jordi Schaft, Steve Staskute, Elena Vidoni, Piero	veerle.hendriks@student.ahk.nl angelina.hopf@student.ahk.nl koen.karst@student.ahk.nl elise.laurent@student.ahk.nl shant.moushegh@student.ahk.nl bart-van-pinxteren@hotmail.com jordi.rondeel@student.ahk.nl steve.schaft@student.ahk.nl elena.staskute02@student.ahk.nl piero.vidoni@student.ahk.nl	Dok Architecten Heren 5 architecten Ag nova architecten Space and matter Koop en Partners architecten Zecc architecten Inarchitects Orange architects ?	
Groep Dick de Gunst			
Wies, Anne Ziomkiewicz, Aneta Zuidam, Laurens van Ankoné, Daniël Bruins Slot, Tom Frings, Robin Riel, Kiwa van Balev, Nedyalko Raan, Steven van	anne.wies@student.ahk.nl aneta.ziomkiewicz@student.ahk.nl laurens.vanzuidam@student.ahk.nl daniel.ankone@student.ahk.nl tom.bruinslot@student.ahk.nl robin.frings@student.ahk.nl kiwa.riel@student.ahk.nl ned.balev@student.ahk.nl steven.vanraan@student.ahk.nl	MAATworks, bureau Rowin Petersma We architecten Architectencombinatie Bos Hofman B.V. Hofman Dujardin DVDP Korfker architecten Hofman Dujardin Dorens Architects Mopet architecten	
Groep Wim Voogt			
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