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Nota di contenuto	Cover; Title page; Copyright page; Preface; About the Author; Chapter One : Why?; Why management?; Why design management?; The role of the design manager; Taking on the role; Scope of the book; Part One : Managing Creative Projects; Chapter Two : The Business of Projects; Understanding projects; Quality; Time control; Cost control; Design control; Assessing value and risk; Procurement and influence; Interaction within projects; Project frameworks; The project-to-office interface; Chapter Three : Establishing the System Architecture; Starting as you mean to go on; Team assembly; Selection criteria; Communicating to achieve objectives; Managing meetings effectively; The project-to-office interface; Chapter Four : Exploring Client Value; Understanding the briefing phase; Approaches to briefing; Understanding the client; Establishing value parameters; The written brief; Reviewing the brief; The project-to-office interface; Chapter Five : Creating Design Value; Collaborative design; Detailing the design; Design conversations; Design critiques, charettes and reviews; Programming and coordinating design work; Approvals and compliance; Coordination of production information; The project-to-office interface; Chapter Six : Realising Design Value; Getting involved;

Working with the contractor's design manager; Programming; Interaction during construction; Misunderstanding and conflict; Requests for information and design changes; Closing out projects; The project-to-office interface; Chapter Seven : Evaluation and Learning; Lifelong learning; Learning from projects; Learning from the product; Evidence-based learning; Reflection in action; Action research and learning; The project-to-office interface; Part Two : Managing Creative Organisations; The project-to-office interfaceChapter Six : Realising Design Value; Getting involved; Working with the contractor's design manager; Programming; Interaction during construction; Misunderstanding and conflict; Requests for information and design changes; Closing out projects; The project-to-office interface; Chapter Seven : Evaluation and Learning; Lifelong learning; Learning from projects; Learning from the product; Evidence-based learning; Reflection in action; Action research and learning; The project-to-office interface; Part Two : Managing Creative Organisations; Managing design effortIdentifying good habits and eliminating inefficiencies; The office-to-project interface; Chapter Eleven : Communication, Knowledge Sharing and Information Management; Communication within the office; Communication with other organisations; Effective communication strategies; Knowledge retention and sharing; Information management; Preparation of information; Implementing an IT strategy; The office-to-project interface; Chapter Twelve : Financial Management; Cash flow and profitability; Sources of income; Fee bidding and negotiation; Invoicing and cash flow; Controlling expenditure.

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#### Sommario/riassunto

This guide integrates theory and practice to offer practical solutions for architects to improve their design management skills. This unique guide helps architects improve their management skills by addressing the relationship between the management of the design project and the design office. The author demonstrates how a professionally managed project, conceived and delivered within a professionally managed office ensures that client values are translated into construction without loss of creativity. Design Management for Architects divides into two parts.

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