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Welsh
School of
Architecture



Master of
Design
Administration

We hope that the diversity and richness of the WSA experience is reflected in the illustrations in this brochure and we would like to thank and acknowledge the very wide range of contributors for providing the pictures.

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Master of Design Administration

Introduction

Master of Design Administration (MDA) – aims to equip you with the expertise necessary for the successful administration and management of the design process in the procurement of buildings.

The MDA is designed to be undertaken while in employment, and from 20/21 will be run on a 100% distance learning basis.

The course has been developed to meet the growing need for experts in design management, both within client bodies, consultancies, and within contractors and specialist sub-contractor firms.

It is generally recognised that the huge increase in the range and complexity of methods of procuring buildings, with the design process increasingly split across a wide range of different bodies, leads to fragmentation in design decision making. This in turn can result in lack of clarity in who is responsible for which aspects of design, confusion of liability issues, and failure to achieve initial project objectives.

A key challenge facing the industry is the successful integration and management of the design process, which can run from project inception through to handover and post occupancy feedback. This challenge applies both to the demand side, i.e. to clients seeking to establish accountable and efficient procurement arrangements, and to the supply side, i.e. firms working with clients to provide design services and/or combined design and construction packages that deliver optimal design solutions.

Essential to meet this challenge is the use of innovative processes for the identification, communication and realisation of design intent. These processes must be supported by clear contractual frameworks that accurately reflect the participants' independent and shared responsibilities for achieving the design requirements in practice.

The course focuses on developing the advanced knowledge and skills required to successfully manage the developing design process, throughout all stages of a project.

Comments from feedback:

Nektarios Fotopoulos (contributor) commented: "Such a great experience full of exciting talks by a very interesting group of professionals. It has been an honour to be a small part of the new MDA (Master in Design Administration) of Cardiff University, whose quality is outstanding. Also, it has been inspiring to present and discuss about BIM Management with all of the students (some of which travel across the globe to attend the course) and the other guest lecturers."

Chloe Sheward (student) commented: "Having Sarah to learn from was great. She knows all the answers and has so much experience of contract law and how practices work – there's no one better to be learning from. She is very well respected in the industry; in my practice we always get out Sarah's books for reference! During the course, my practice was putting together a new business plan. I felt like I was learning things on the course that were of direct benefit to my work."

Who is the programme for?

The MDA is intended for those who have a degree in a design, construction or building management field, for example architects, engineers, contractors and client representatives. All those registered on the course would normally be in employment, with several years experience, but may be looking for promotion to a more senior design management position, or perhaps to set up their own firm. Many graduates from the existing degree have gone on to become partners or directors of a firm within a relatively short time.

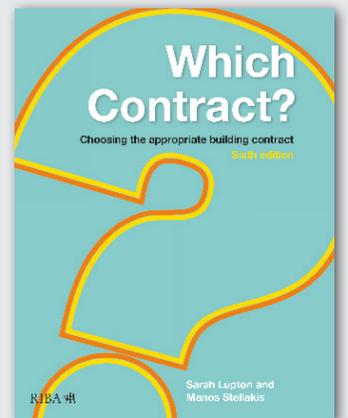
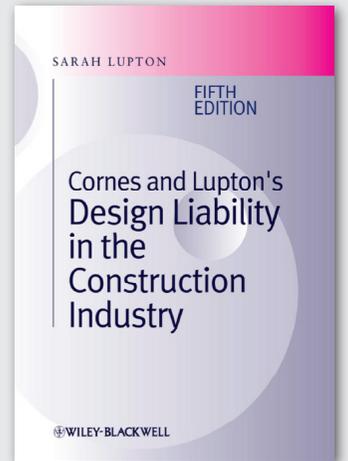
Teaching Methods

The MDA is offered on a full-time or part-time basis, both of which are designed to be undertaken whilst in full-time employment. The full time route takes one year (12 months), whereas the part time route takes two years, (October - December the following year).

The programme is delivered through on-line (distance) learning, using a wide range of innovative teaching methods. Course material will be available in the form of detailed course notes, wikis, and pre-recorded video presentations. There will be regular live-streamed events, including webinars and online workshops given by leading experts, and a blog updating you on course events and current industry developments relevant to the course. The live-streamed events will normally be grouped in two-day blocks, with additional short webinars between, to ensure good links with the school, and regular contact among the cohort. These will also be managed discussion boards relating to specific topics, regular written feedback on your work, and individual and group on-line tutorials.

A key feature of the MDA is the small size of the cohort, which enables extensive use of interactive workshops and master classes, group working and peer review. The MDA uses a variety of assessment methods such as feasibility studies, reports and case studies, as well as a dissertation, but without any class tests.

The MDA is delivered by a team of invited expert academics and professionals. The Programme Director takes a very hands-on approach, and is closely involved in the organisation of the course, and with teaching.



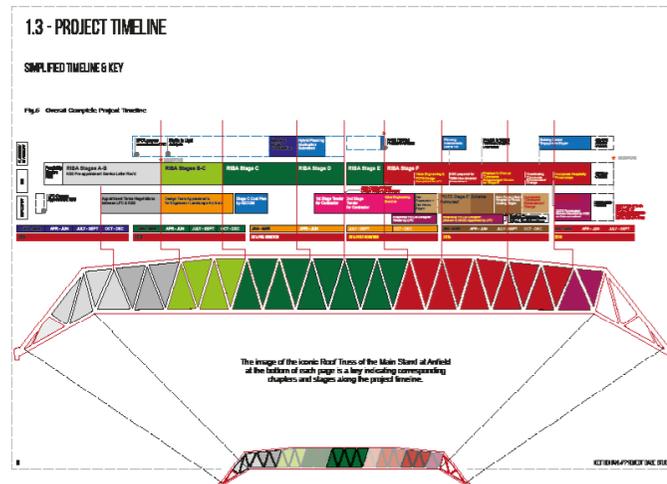
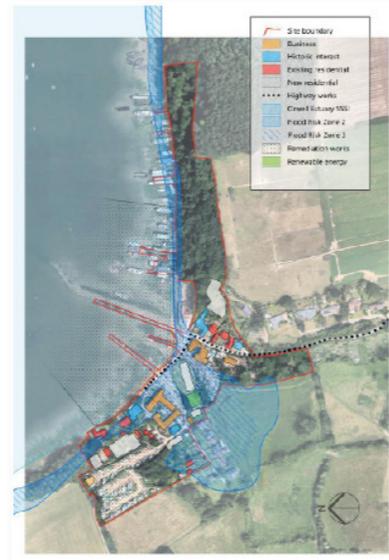
Modules

Industry context

Enables the student to develop a critical understanding of the context for the design of building projects within the UK, including factors which control the UK construction industry and the procurement and management of professional services and construction projects. It explores the key constraints and enablers for development projects, in particular those that would affect their design, including government policy, legislative instruments such as planning law and building control, and related guidance. It also examines incentives such as funding strategy and fiscal measures. A key focus in the examination of the context is the role of designers and design in the construction industry. The module provides the student with the knowledge and skill necessary to advise a client on the feasibility of a development proposal.

Construction contracts

Examines in detail the more commonly used standard forms of construction contract, including traditional and design-build forms appropriate for small and large projects. It considers methods for their administration, including where the design is provided by consultants, specialists, or contractors, or by a mixture of these. It will discuss problems that frequently occur and the causes and resolution of contractual claims, focussing throughout on issues related to design, quality management, and the management of risk.

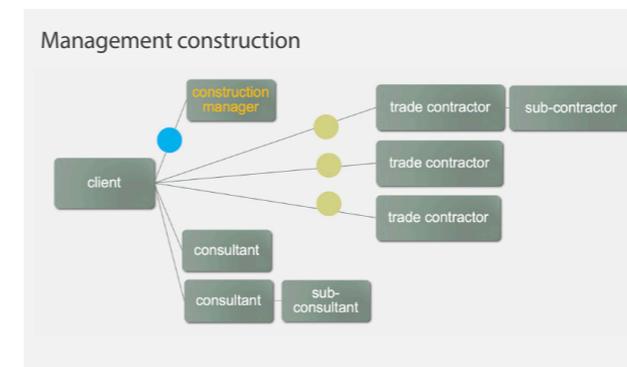


Professional services

Examines issues relating to providing professional services, in particular design services, and to managing the provision of design services in relation to both large and small projects. It explores the role of the various construction professions, the means of assessing and agreeing terms of engagement for a building project, and outlines how the services may be integrated as part of a multi-disciplinary procurement team. The module covers traditional and cutting edge business models for both small and large firms. The module also examines the marketing, planning, and resourcing of professional services, employment and staff-related issues, and the management of firms providing professional services.

Design Delivery

Examines in detail the pre-construction stages in project procurement, in particular the briefing process, i.e. the identification and articulation of client requirements including performance and prescriptive requirements for a design. Procedures for developing the strategic and project briefs, implementing requirements into design development, and carrying forward into tendering documentation are considered. Collaborative working and early supply chain involvement, data management (including BIM), and the implications for communication within and between firms are all explored.



Project Delivery

Examines the construction and post-construction stages in project procurement, in particular the management of design development during construction. It covers the selection and administration of more complex standard form contracts, the roles of those involved, and related issues of risk management, liability, and insurance. The module explores procedures at handover and post-handover, including interface between the providers of the facility, and its owner, users and managers. The module also enables the student to assess the merits of a typical claim on a project, and to write an adjudicator's decision relating to that claim.

International Procurement

This module examines the construction industry in selected other countries, including the role and regulation of construction professionals, methods of procurement of design services and building projects, and standard forms of contract. It also introduces the student to methods of procurement and managing of large-scale international (i.e. cross-border) construction projects. Students undertake research into an approved selected topic (normally how a topic from one of the other five modules is handled in a selected country or countries, other than the UK).

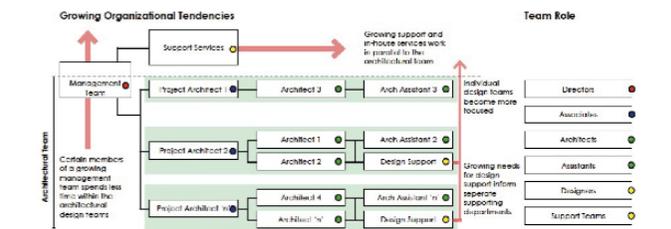


Fig. 6 Transitional tendencies of organizational management in a growing practice based on the three case studies - Progression tends toward C. Horey's 'task' culture from 'role' practice structure

Dissertation

The dissertation is an excellent way of bringing everything together and offers students an opportunity to research and develop expertise in a specialist area related to the MDA. It is anticipated that in many cases the topic chosen will relate to a current issue or problem of concern to the profession, or will relate to leading professional practice, and that the results of the study will further knowledge and/or understanding in that area. The study may involve the collection and analysis of original data, or placing an original interpretation on existing data.

Programme Director

This programme is led by Professor Sarah Lupton, who holds a personal chair at the Welsh School of Architecture and is a partner in Lupton Stellakis architects. She is dual qualified as an architect and as a lawyer. She lectures widely on subjects relating to construction law and is the author of many books, including 'Design Liability in the Construction Industry', a series on standard form building contracts, and is co-author (with Manos Stellakis, who also teaches on the course) of 'Which Contract?', of a series of books on the use of performance specification, and of a series on legislative controls. She contributes regularly to the International Construction Law Review, and acts as an adjudicator and expert witness in construction disputes. She is Chairman of the CIC Liability Panel and a member of the RIBA President's Advisory Committee on Dispute Resolution.

Programme Staff

Professor Sarah Lupton
MA, Dip Arch, LLM, FCI Arb, C Arb, RIBA
(Programme Director)

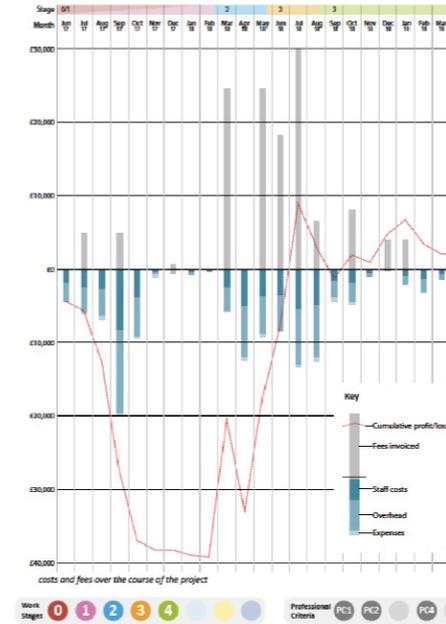
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