

张庆波设计作品集  
MY DESIGN AND I

解读历史 传承文化 展示人物 弘扬精神

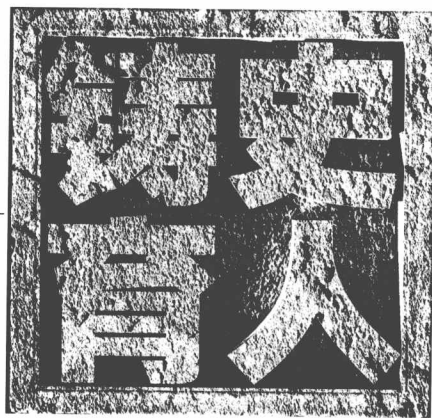
张庆波 著

# ART OF EXHIBITION 展示艺术



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大庆铁人王进喜纪念馆  
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辽宁科学技术出版社



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## 新年寄语

近10年是中国博物馆又一个发展高峰期。博物馆数量和陈列展览项目激增，品位得到提升，是一个令人激动的时期。博物馆事业的活跃，同时也是催生和促进了陈列艺术设计学科的发展。国内近年涌现出了不少设计施工一体化单位，鲁迅美术学院张庆波的团队就是其中之一。

张庆波是土生土长的东北人，也是土生土长的“鲁美”人。他生性有东北人的爽快，设计风格有鲁美的大气，这是我的印象。我是从他和他的团队完成的展陈项目中了解的。接触他本人是论证他们当初做出的“辽沈战役纪念馆”设计方案开始的。我注意到，这10多年中，他带着这个团队完成了一批纪念馆工程，足迹深深。

纪念馆文物不失珍贵，但观赏性不足。想吸引到观众多依靠好的形象化设计来弥补。他带着这个团队一路走来，对陈展项目主题内容的把握、构思立意的推敲、形式手段的选择，材料工艺的发挥，都已渐入佳境。

我掩卷而思，马上能想到，“九一八历史博物馆”虽然文物匮乏，但是设计和多种艺术科技手段交错运用，把主体演绎的很生动，让人爱看。“白山黑水”为主题的序厅可为此类设计中的经典。“铁人王进喜纪念馆”做得恢弘大气，和主题建筑很吻合。设计使那个艰苦创业的时代氛围和那个英雄时代的豪迈精神得以展示。“南京大屠杀遇难同胞纪念馆”有极丰富的史料和文物，陈列的实证性是该馆最大特点。设计中不用过多艺术渲染，只要将众多的史实取精用宏，设计创意到位就能取

得感人的力量。但是难度也就在创意上，它贵在整体把握而局部点化，创意是雏形，它让人感觉是情理之中，意料之外，在该馆陈列中整体氛围的营造离不开创意理念的挥洒，这给人留下很深沉的感触。

这本书集中选编了张庆波10多年中完成的主要项目，书是沉甸甸的，更重要的是留在各馆有形的陈列展览，如果能统计出所有参观人数，那一定是更让人吃惊的数字。我想，作为一个陈列艺术设计对所有这个团队付出艺术创作劳动的人们来说，人生和事业的追求唯此也足矣！

当然，我也想借此提请这个团队，硕果犹存，征程在前。你们应该晓得，陈列展览毕竟是一个新的学科，实践欠总结，理论欠完善。作为高等艺术院校，应把该学科的产、学、研搞好，在更高更深层次上推进我国这一学科的发展。希望在这本图册之后，有系统的理论专著出现。

中国博物馆学会陈列委员会主任

赵春贵

2009年元月

## New Year Greetings

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In last ten years museums are thriving in China. Both the number of museum and exhibiting projects increase sharply, and the taste has been upgraded as well, being an exciting period. The flourish of museums also promotes the development of display design. In recent years, many design-construction units appear in China, and Zhang Qingbo's Team of Luxun Academy of Fine Arts is one of them.

Zhang Qingbo is a native northeastern man and Lumei People as well. In my mind he is forthright by nature just like other northeastern people, and his design style is grand carrying on the style of Luxun Academy of Fine Arts. That is what I get from the exhibiting project of him and his team. The direct contact with him began from the argument of their design plan of Liaoxi-Shenyang Campaign Memorial Museum. And I get to know that he with his team has constructed a group of museums in last ten years, being hard-working and conscientious.

The cultural relics displayed are pleasing for our eyes without sacrificing preciousness. The brilliant design attracts more visitors, and he and his team come into more and more delightful stages on content understanding, working-out outline, choosing form and method and material technique.

I close the book and immediately think of that although lack of cultural relics, but through staggered use of design and a variety of scientific and technological means of arts, the September 18th History Museum lively displays the main body and makes people like to visit. The preface hall with Northeast China as the theme is a classic design. The magnificence of Memorial Museum of Iron Man Wang Jinxi dovetailed nicely with the theme construction. Design displays the atmosphere of the hard pioneering days and the heroic spirit of the heroic age. Memorial Hall of the Victims in Nanjing Massacre has much historical data and many cultural relics, the positivity of display is the largest characteristic of the memorial hall.

Without too much artistic rendering, carefully selecting from a large number of facts and proper design creativity will make it moving. But the difficulty is in creation, overall grasp and detail display, which gives people the reasonable and unexpected impression, in the display of the memorial hall, the overall atmosphere is inseparable from the creative concept, which is very impressive.

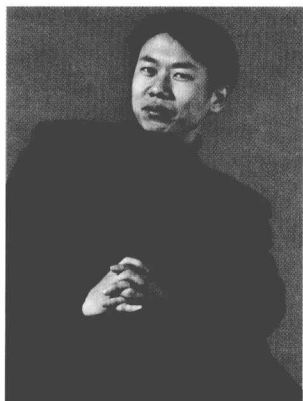
This book selects the major projects completed by Zhang Qingbo in more than ten years, the book is rich, and more importantly, the visible display in all exhibition halls and the statistical figures of the visitors must be shocking. I think as a designer of art display and for all staff of the team, the pursuit of life and cause is also sufficient!

Of course, I would also like to remind this team that despite having achieved some achievements, but they still need to continue to work hard. As you know, after all, exhibiting is a new discipline of which the practice needs summing up and the theory needs perfecting. As a higher art college, it should do a good job in production, education and research to promote the development of this discipline in a higher level. I hope there will be systematic theoretical monographs published after this book.

Director of Display Committee of Chinese Society of Museums

Zhao Chungui  
January, 2009





## 张庆波

辽宁省抚顺市人

1997年毕业于鲁迅美术学院装潢艺术设计系并留校任教至今

2001年鲁迅美术学院装潢艺术设计系研究生毕业

2002年起任鲁迅美术学院艺术工程总公司副总经理至今

鲁迅美术学院展陈工作室主任导师、副教授

中国包装技术协会设计委员会会员

中国室内装饰设计协会会员

中国高级室内建筑师

中国杰出中青年室内建筑师

中国百名有成就的资深与杰出室内建筑师

辽宁省建筑装饰有成就资深设计师

### 【主要创作经历】

1997 “九·一八”历史博物馆

2003 辽沈战役纪念馆

2004 抗美援朝纪念馆

2004 解放军四十集团军军史馆

2005 吉林省军区军史馆

2005 大庆铁人王进喜纪念馆

2005 天津塘沽历史博物馆

2005 一江山岛登陆战纪念馆

2006 辽宁省军区军史馆

2006 张氏帅府博物馆

2006 沈阳市金融博物馆

2006 沈阳市图书馆

2006 沈阳市妇女儿童活动中心

2007 内蒙古民族解放纪念馆

2007 哈尔滨烈士陵园纪念馆

2007 解放军三十九集团军军史馆

2007 侵华日军南京大屠杀遇难同胞纪念馆

2008 延安革命纪念馆

2009 贵阳修文张学良幽禁陈列馆

2009 王阳明纪念馆

## ZHANG QINGBO

Born in Fushun City, Liaoning Province

### 【 Main Duties 】

Has been working in Luxun Academy of Fine Arts since graduated from the Department of Decoration Art Design of Luxun Academy of Fine Arts in 1997

Graduated from the Graduate School of the Department of Decoration Art Design of LuXun Academy of Fine Arts in 2001

Has been working as the manager of Art Engineering Company of Luxun Academy of Fine Arts since 2002

Chief Instructor and Associate Professor of Exhibition Studio of Luxun Academy of Fine Arts

Association Member of Designing Committee of China Packaging Federation

Association Member of China Interior Decoration Association

Senior Chinese Interior Architect

Chinese Outstanding Youth Interior Architects

One hundred senior and prominent indoor architects in China

Successful Senior Design of Building Decoration of Liaoning Province

### 【 Main Experiences on Exhibition Design and Layout Project 】

1997 "September 18" Incident History Museum

2003 Liao-Shen Campaign Memorial Hall

2004 Memorial Hall of War to Resist U.S. Aggression and Aid Korea

2004 Military History Museum of the 40th Group Army of the People's Liberation Army

2005 Military History Museum of Jilin Provincial Military Region

2005 Memorial Hall of Iron Man Wang Jinxi from Daqing

2005 Tianjin Tanggu History Museum

2005 Memorial Hall of Yijiangshan Island Campaign

2006 Military History Museum of Liaoning Provincial Military Region

2006 Museum of Zhang's Residence

2006 Shenyang Financial Museum

2006 Shenyang Library

2006 Shenyang Women and Children Activity Center

2007 Memorial Hall of Inner Mongolia National Liberation

2007 Harbin Revolutionary Martyr Memorial Museum

2007 Military History Museum of the 39th Group Army of the People's Liberation Army

2007 Exhibitions of Memorial Hall of the Victims in Nanjing Massacre by Japanese Invaders

2008 Yan'an Revolutionary Memorial Hall

2009 Zhang Xueliang Confinement Museum of Xiuwen County

2009 Memorial Hall of Wang Yangming

# CONTENTS

目录

## ● 我和我的团队

I and My Team

## ● 辽沈战役纪念馆

Liaoxi-Shenyang Campaign Memorial

## ● 大庆铁人王进喜纪念馆

Daqing Memorial Hall of Iron Man Wang Jinxi

## ● 内蒙古民族解放纪念馆

Inner Mongolia National Liberation Memorial Museum

## ● 抗美援朝纪念馆

Cenotaph of the War to Resist U.S. Aggression and Aid Korea

## ● 哈尔滨革命烈士陵园纪念馆

Harbin Revolutionary Martyr Memorial Museum

## ● 侵华日军南京大屠杀遇难同胞纪念馆

The Human Holocaust—An Exhibition of Historical Facts of the Nanjing

## ● 后记

Postscript





002

011

115

219

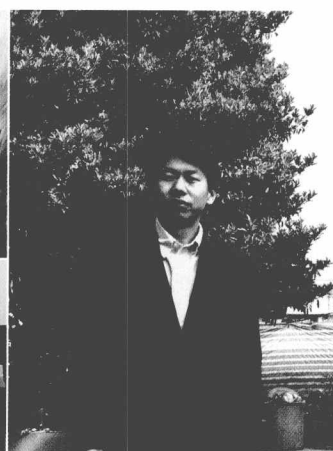
281

345

397

612

Massacre by Japanese Invaders



我和我的团队 I and My Team

光

光阴似箭，岁月如梭，我从事艺术创作工作已经近20个年头了。从我踏进大学校门那天起直到现在，我从未松懈过，认真上好每一门课，在老师的带领下也有幸参加了多项社会实践活动，更幸运的是在大学刚毕业就参加了“九·一八”历史博物馆的改建项目工程。在工作学习和实践积累的过程中设计能力得到了提高，此后更受到学院领导的信任，在组织能力和领导能力等综合方面也得到了锻炼，从此与策展事业结下了一生之缘。我的团队不断地壮大，与同事们并肩作战，有时工作会遇到工期十分紧、施工难度非常大等问题，但我会同大家一起不分昼夜，积极地去排除万难，以锲而不舍的精神和谦虚严谨的态度把每个工程做好，这才是我们做陈展工程成功的有力法宝。

经过大家共同的努力，先后完成了抗美援朝纪念馆、辽沈战役纪念馆、天津塘沽历史博物馆、大庆铁人王进喜纪念馆、延安革命纪念馆、内蒙古民族解放纪念馆、侵华日军南京大屠杀遇难同胞纪念馆、中国人民解放军陆军第三十九集团军军史馆、哈尔滨革命烈士纪念馆等大大小小数十个展览项目，大家的工作经验和设计水平得到了极大的提高，员工队伍也几经更迭不断壮大。在公司管理上我采取了定人定岗、项目专人化、责任明确化的方针。在员工队伍建设上采取以老带新、以新求变的模式，年龄大的员工在工作经验上发挥了年轻人无法替代的重要作用，他们能吃苦耐劳，干活不怕脏不怕累，年轻人看了也不甘示弱，纷纷迎头赶上。年轻人工作有干劲，一熬就是几天几夜，个个都是“小坦克”，专能打“攻坚战”。他们一个个充满青春活力、刻苦认真、努力专研、虚心进取。说起女员工，这里不得不提几句，无论是在设计室还是在条件艰苦的工地现场，她们都创造了一幕幕感人的画面。

展示设计是一门新兴的行业，展示教育专业也是一门新兴的专业，在总结过去所从事的工作经验和成就的过程中，深刻体会到了这项工作的复杂性和重要性。我始终阐述一个问题——科学的设计方法和严密的施工组织措施是作品成功的保证，这不仅包括完整而科学的设计过程，还包括与各个相关单位的协调配合，同业主的沟通、交流，与相关学者的讨教，对相关历史、文化反复的深入研究，避免不必要的窝工、返工。设计方法更重要的是对概念的分析、提取和整合，对空间的剖析、理解，对光影的描述，对色彩的体验，对材质的感悟，以及对工艺的创新，让这些因素有效地、合理地烘托历史文化元素，使要表达的内涵具有更高的可读性。

多年的教学和设计经验提醒我有必要出一套有关展陈设计过程及方法的书。本书是我《铸史育人》系列丛书的第二辑，此册重点是对实际设计案例成果的总结，下一册重点是对展陈方法论的探讨与研究，想把我这10年的工作好好细心梳理并认真做自我批评总结，同时也借此机会向多年来给予我及我的团队真心关爱和热心帮助的人士表达诚挚的谢意！希望这套书能给大家带来一些可学习和借鉴的东西，并同我一起回顾和享受这期间的快乐！

设计是一门艺术创造活动，它更是一项经营管理课题，需要用心用爱去经营打理。在过去的设计及施工过程中我深深地体会到了这一点。

Time flies like an arrow, light and shade come in swift alternation. I have been engaged in design for twenty years. I have never slacked off in my studies from the day setting foot in the gate of University school until now, taking every class seriously. I am blessed to participate in a wide range of social practice activities under the leadership of teachers, luckily, join in reconstruction project engineering on September 18th History Museum after just graduation from College. The design capability is improved in process of working and learning and accumulating experience, afterwards getting the trust from leaders of College, and comprehensive aspects including organizing capacity and leadership are built up, thus taking a fancy to display and exhibition all my life. My team goes from strength to strength, fight shoulder to shoulder with colleagues. Sometimes, we can encounter the job of short construction period and complicated construction, and I push aside all obstacles and difficulties energetically day and night with other people, to make every project perfect in the spirit of persistence and in the manner of humility and preciseness, which are powerful treasured tricks for success of display and exhibition project.

Tens of exhibition projects of different sizes including Resist U.S. Aggression and Aid Korea Memorial Museum, Liaoxi-Shenyang Campaign Memorial Museum, Tianjin Tangu History Museum, Iron Man Wang Jinxi, Daqing Memorial Museum, Yan'an Revolution Memorial Museum, Inner Mongolia National Liberation Memorial Museum, Memorial Hall of Victims in Nanjing Massacre by Japanese Invaders, No.39 Group Army of Land Force of Chinese People's Liberation Army Military History Museum, Harbin Revolutionary Martyrs Memorial Museum etc. are completed successively through joint efforts by all the people, and work experience and design level are improved significantly, staffs' team also alternate to go from strength to strength for several times. I adopt policies which include fixed persons and fixed posts, specially-assigned person for project, clarifying responsibility on management of company and adopt modes which include making senior staffs train new ones, new in order to change on construction of staffs' team. The older staffs play an important role which young people are unable to substitute, they can bear hardships and stand hard work, unafraid of dirty and tired, however young people refuse to show any weakness, come up from behind one by one. Young people are aggressive to work, stay up for a few days, and everyone is tankette specialized in battle in which fortified positions are stormed. They are full of youth and vigor, diligent and earnest, studying assiduously, modest and aggressive. As for female staffs, they all create impressive image, either in design room or at the site where conditions are hard.

Exhibiting design is an emerging industry, and so is the exhibiting education. Summing up my past experiences of work and achievements, I have a deep understanding about the complexity and weightiness of this work. I lay stress on one thing throughout that is scientific design and strict organizational constructing measures are the assurance for a success work. And it also includes the coordination with related units, communicating with the home owners, consulting the relevant scholars and studying the relevant history and culture, beside the scientific design, to avoid the unnecessary holding-up and rework. In design method, the conceptual analysis, extraction and integration, the spatial discussion and understanding, the characterization of light and shade, the sense of color, the sensibility of materials and the innovation in process are quite important, which contrasts the history and cultural elements effectively and reasonably and makes the work more readable.

Years' experiences of teaching and design remind me it is necessary to publish a book on the process and method of exhibiting design. This book is Part 2 of series of books Create History to Educate People. There are two volumes in total. This volume concerns the summery of past achievement of the design cases, and the focus of the second volume is the discussion and study on exhibiting methodology. Sort out tasks for ten years and make self-criticism and summary earnestly. Meanwhile, take this opportunity to express cordial thanks for people who give sincere caring and kind help to me and my team for many years!! hope these two volumes can bring you something can learn from and the enjoyment as well.

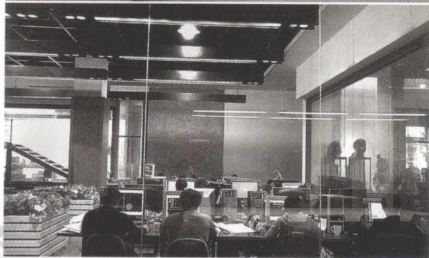
Design is an activity of artistic creation, it is also a subject for operation and management, need of operating and arranging with heart and love. I deeply understand that in the process of design and construction in the past.





当我们在办公室里工作……





## 搬

到这间办公室里工作已经快6年了，近千平方米的办公面积有时感觉空间不够用，有时感觉又很闲……

记得那是2003年5月，受到学院领导的信任，我将这间原为酒吧的空间改成我们的办公室。起步之初资金困难，后来由学院出面担保我来贷款进行装修。这次是我第一次“当家作主”！我手里的钱“分成八瓣花”，为了省钱，能自己干的就带着员工自己来干，装修材料和设备都用最便宜的，还记得当初为了买几台电脑，我带着手下的人去电脑城考察了一个星期，最终才下狠心选了几台“物美价廉”的。虽说装修的过程有艰苦，也有劳累，但是这其中更多的是我与团队的努力和欢笑。办公室装修得到了学院领导及广大老师的热心帮助，装修完成后更是受到了学院领导和广大老师及来找我公司寻求合作的甲方各级领导的好评。在这个空间里锤炼出了一批又一批优秀的设计师，更创造了一个又一个令人羡慕的成绩。

每逢有新的项目开工，家里的人陆陆续续都“出门”了，只剩下几个办公文员，经过短则几个月，长则一整年的紧张忙碌，到了年底大家才能团聚一堂。我本想在这本书出版之前照个“全家福”，恐怕又难以实现了……

I have been working in this office for nearly six years, sometimes space is not enough and sometimes too leisure for about 1000 square meters area of office……

In May, 2003, I made the former bar changed into our office after receiving the trust from leaders of College. Financial difficulty at the initial stage, then guaranteed loans for fitment by College. This is the first time for me to be the master. I divided money on hand into several parts, in order to save money, we did the things personally which could be done by ourselves, decorative materials and equipments were all the cheapest. I still remembered that I took the men to investigate in Computer Square for one week in order to buy a few computers, finally resolute to choose a few ones of high quality and inexpensive. Although there are arduousness as well as tiredness in the process of fitment, but more are the effort and laugh of us. Fitment on office gain kind help from leaders of College and wide teachers, after completion of fitment, a favorable reception is gained from leaders of College and wide teachers, leaders at all levels of Party A who seek cooperation with our company. In this space, groups of excellent designers are built up, admired one result after another are created.

Whenever there is a new project, the people go out in succession, only left several office clerks. All the people can gather together at the end of the year through several months' busyness from short term and the entire year's busyness from long term. I would have thought taking a photograph of the whole family before publication of this book, afraid that it is hard to realize……

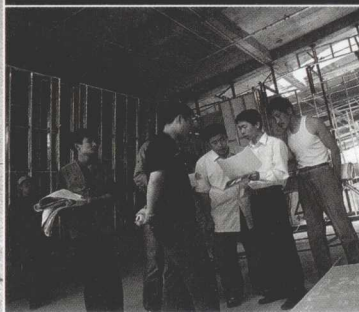
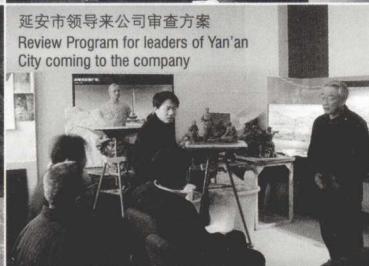
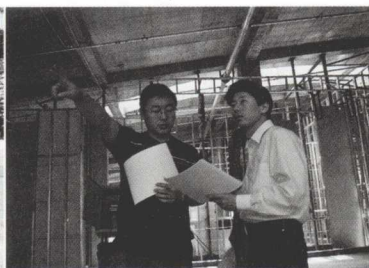




# 当我在现场工作……







在一座座博物馆从落成到开馆的过程中，有无数个好哥们、好老师、好战友，我们并肩工作，一起学习，其中的乐趣每当回味起来总是有种幸福的滋味儿。

There are countless good brothers, teachers, soldiers and we work, study together in the process from completing to opening of museums, there are always a kind of happy feeling when looking back to pleasure.







# 当我们在现场……



条件是极其艰苦的，心情是相当愉快的，在那些奋斗的日子里，到处都是这些年轻的小伙儿和姑娘们快乐的身影。

The condition is very tough, and mood is so delighted, in those days for struggle, putting happy figure from these young boys and girls everywhere.