

Contents

Preface	xi
CHAPTER 1 Design projects.....	1
1.1 Introduction.....	1
1.2 Projects and design.....	4
1.3 Needs identification and customer specifications.....	8
1.4 Concept generation and technical specifications.....	15
1.5 Detailed design	18
1.6 Building and testing.....	19
1.7 Project closure	20
1.8 Project planning and management	21
1.9 Project problems and disasters	23
1.10 Businesses.....	25
1.11 Decision-making	28
Further reading.....	32
CHAPTER 2 Planning and managing projects.....	33
2.1 Introduction.....	33
2.2 Chunking the project.....	34
2.3 Task identification	37
2.4 Work breakdown structure.....	40
2.5 Resources and people.....	42
2.6 Microsoft Project tutorial: setup and work breakdown structure.....	45
2.7 Schedule synthesis and analysis	50
2.8 Program evaluation and review technique	54
2.9 Plan review and documentation.....	56
2.10 Project tracking and control.....	59
2.11 Assessment.....	63
Further reading.....	66
CHAPTER 3 Customer requirements and specifications.....	67
3.1 Introduction.....	67
3.2 Needs.....	75
3.3 Research.....	78
3.4 Benchmarking and surveys.....	79
3.5 Market-driven design	80
3.6 Patents.....	84
3.7 Customer specifications.....	89

3.8 Quality functional deployment.....	94
Further reading.....	107
CHAPTER 4 Concepts and technical specifications.....	109
4.1 Introduction.....	109
4.2 Concepts.....	110
4.3 Specifications to concepts	113
4.4 Representing concepts.....	115
4.5 Identifying concepts.....	118
4.6 Concept generation.....	119
4.7 Prototyping.....	121
4.8 Brainstorming.....	123
4.9 Morphological matrix methods	124
4.10 Free thinking	125
4.11 Deconstruction.....	126
4.12 TRIZ.....	128
4.13 Back-of-the-envelope calculations and functional prototypes.....	128
4.14 Factor of safety	132
4.15 Concept selection	135
4.16 Decision matrices	139
4.17 Embodiment design alternatives for a technical specification.....	141
4.18 Intellectual property.....	142
References.....	147
Further reading.....	147
CHAPTER 5 People and teams	149
5.1 Introduction.....	149
5.2 Individuals	149
5.2.1 Personal growth	151
5.2.2 Learning.....	153
5.2.3 Attention and focus	155
5.3. Organizations.....	158
5.3.1 Motivation	158
5.3.2 Politics	160
5.3.3 Loyalty and trust.....	162
5.3.4 Responsibility and authority.....	164
5.4 Managing individuals in organizations	167
5.4.1 Leadership habits	168
5.4.2 Delegation	172
5.4.3 Making inclusive decisions	173
5.4.4 Wellness and productivity.....	174

5.4.5 Conflicts and intervention	176
5.4.6 Hiring and promotion.....	177
5.5 Teams.....	178
5.5.1 Skills matrix.....	180
5.5.2 Profiling	181
5.5.3 Personality matching.....	184
5.5.4 Managing teams.....	186
5.6 Ethics.....	188
5.7 Professionalism.....	192
5.7.1 Time management.....	192
5.7.2 Being organized.....	197
5.7.3 Diversity.....	200
5.7.4 Entrepreneurship	202
5.7.5 A professional image	206
References.....	209
Further reading.....	209
CHAPTER 6 Decision-making.....	211
6.1 Introduction.....	211
6.2 Critical thinking	212
6.3 Critical analysis.....	213
6.4 Selecting between alternatives	217
6.5 Triage.....	219
6.6 Project decisions	221
6.7 Solving formal problems.....	221
6.8 Risk	226
6.9 Market.....	230
6.10 Technical	232
6.11 Procurement and purchasing.....	235
6.12 Cost and schedule.....	238
6.13 Staffing and management.....	239
6.14 Organization.....	241
6.15 External	242
6.16 Risk analysis	243
6.17 Design alternatives.....	244
6.18 Risk reduction with design alternatives.....	247
6.19 Business strategy.....	248
6.20 Assessment and planning	251
Further reading.....	254

CHAPTER 7 Finance, budgets, purchasing, and bidding	255
7.1 Introduction.....	255
7.2 Corporate finance	255
7.2.1 Accounting.....	256
7.3 Value.....	257
7.4 Design and product costs	261
7.5 Project costs	265
7.5.1 Budgets and bills of material.....	266
7.5.2 Tracking budgets.....	269
7.6 Return on investment	271
7.7 Financial project justification.....	273
7.8 Product life-cycle cost.....	277
7.9 Business decisions	278
7.10 Purchasing.....	279
7.11 The supply chain for components and materials.....	282
7.12 Bidding.....	286
Further reading.....	292
CHAPTER 8 Reliability and system design	293
8.1 Introduction.....	293
8.2 Human and equipment safety.....	293
8.3 System reliability	298
8.4 Component failure	300
8.5 System reliability	306
8.6 Passive and active redundancy	308
8.7 Modeling system failures	311
8.7.1 Failure modes and effects analysis.....	312
8.8 Complex fault modeling and control	316
8.9 Designing reliable systems.....	318
8.10 Verification and simulation	322
Reference.....	329
Further reading.....	329
CHAPTER 9 Communication, meetings, and presentations.....	331
9.1 Introduction.....	331
9.2 Speakers/writers and listeners/readers.....	333
9.3 What are you saying?	335
9.4 Critical listening and reading as the audience	338
9.5 Interpersonal communication skills.....	342
9.5.1 Verbal communication.....	342
9.6 Casual written communication.....	343

9.7	Selling.....	344
9.8	Praise and criticism.....	345
9.9	Saying yes, maybe, or no.....	348
9.10	Answering questions.....	349
9.11	Meetings.....	351
9.12	Purpose and procedures	352
9.13	Customer and supplier meetings.....	355
9.14	Presentations.....	358
9.15	Presentation motivation	359
9.16	Content.....	361
9.17	Presentation appearance and effectiveness.....	363
9.18	Presentation style	365
9.19	Harmful and deadly presentations.....	367
	Further reading.....	369
CHAPTER 10	General design topics	371
10.1	Introduction.....	371
10.2	Human factors	371
	10.2.2 Ergonomics	374
	10.2.3 Law.....	377
	10.2.4 Sustainability and environmental factors.....	381
	10.2.5 Engineering for our environment.....	384
	10.2.6 Design for X.....	390
10.3	Quality	392
10.4	Identification of problem causes and control variables.....	397
	10.4.1 Cause and effect diagrams.....	398
	10.4.2 Pareto analysis	399
	10.4.3 Experimentation	402
	10.4.4 Design of experiments.....	404
10.5	Statistical process control.....	408
	10.5.1 Control chart calculations.....	411
	10.5.2 Parts inspection	418
	10.5.3 Six-sigma process capability.....	420
10.6	Parametric design and optimization	422
	Further reading.....	427
APPENDIX A	Checklists	429
APPENDIX B	Technical writing	449
APPENDIX C	Accreditation requirements mapping	471
	Index.....	483