Contents

	Preta Ackr		ments	xv xvii
1	Engi	neering	ering Project Lifecycle and Historical Development of Project Management Tools and Techniques	1
	1.1	The 19		2
		1.1.1	Design for Manufacturing	3
		1.1.2 1.1.3	Reducing Variability and Optimizing the Design Design for Quality Tools: Six Sigma and Process Completition Completes	7
	1.2	The 10	Capability Cp and Cpk	11
	1.2	1.2.1	190s	21
		1.2.1	0	22
				22
		1.2.3		22
		1.2.4	Meeting Expectations and Customer	22
	1.0	TI - 20	Satisfaction through QFD	32
	1.3		000s and Beyond	37
	1.4	Concli		39
			nd Bibliography	41
			Opics	42 43
2	Prod	uct and	Project Perspectives and Managing Different Types	
			ng Projects	45
	2.1	The O	verall Product Lifecycle Model	46
	2.2	The Ro	ole of Technology in Product Development and	
	2.3			52
	2.3		ology Product Types and the Project Management	F.
		2.3.1	s Needed to Develop Them	56
		2.3.1	Types of Products That Can Be Created with New Technology Adoption	56
		2.3.2	Project Management Structures Needed to	
	- 4		Support Product Creation	59
	2.4		ng an Environment for Successful Project Management	65
		2.4.1	Create a Total Quality Culture within New Product Development Projects	66
		2.4.2	Development Projects Develop Product Focus Organizations within the	66
		4.4.4	Company	67
		2.4.3	Emphasize the Team Focus Approach to Project	07
		4.71.3	Management	69
				0,

		2.4.4 Implement a Phase Review Process for Project	
		Management Control	70
		2.4.5 Key Processes to Enhance the Project Management	
		Process	71
	2.5	Conclusions	72
	Refer	ences and Bibliography	73
		assion Topics	74
	Probl	I .	74
2	Droio	ect Inception: Benchmarking, IP, and VoC	77
3	3.1	Benchmarking of Products and Processes	78
	5.1	3.1.1 Attributes of Benchmarking Global Technology	/(
		3.1.1 Attributes of benchmarking Global Technology	78
		Companies	
		3.1.2 Evolution of Customer Expectations	82
		3.1.3 Concerns about Benchmarking	86
	3.2	Intellectual Property Concerns in New Technology	
		Product Inception	87
		3.2.1 Intellectual Property Trends in High-Technology	
		Companies	87
		3.2.2 Patent Law and Issues of Filing a Patent	88
		3.2.3 Intellectual Property Infringement	88
		3.2.4 Summary of Intellectual Property Issues for	
		New Products	9(
	3.3	Voice of the Customer	9(
		3.3.1 VoC in Design to Market Products	91
		3.3.2 Quality Functions Deployment	96
		3.3.3 VoC Structured Methods in Design to Customer	
		Projects	100
	3.4	Conclusions	10
	Refe	rences and Bibliography	102
		ussion Topics	103
	Prob	.	103
	T7 •	(1) (1) (2) (1)	10
4		e of the Customer Case Study	10
	4.1	Voice of the Customer Methods and Techniques	10
	4.2	Voice of the Customer as Part of the Lean Product	10
		Development Tools and Processes	103
	4.3	Preparing for the Voice of the Customer	11
		Initiating the VoC; Summary of the Key Steps	11:
	4.5	Skill Sets Required for the Host IPT Team	11:
	4.6	Supplies Needed for the VoC Activity	11
	4.7	Steps in Understanding VoC	11
	4.8	Start of Affinitization When the IPT Team Does	
		the Groupings	12
	4.9	Label the Groupings	12
	4.10	Analyze the Groupings	12

	4.11	Capturing Customer Intents and Additional	
	4.10	Project Success Criteria	128
	4.12	What's Next? Other Ways to Use the VoC	130
	4.13	Lessons Learned from Use of the VoC	130
	4.14	VoC Process Risks	131
	4.15	Benefits from Using the VoC Process	131
		assion Topics	132
	Chap	oter Exercise	132
		ested Discussion for Chapter Exercise	134
5	Engi:	neering Project Justification, Financial Aspects, Return on Investment	120
	5.1	The Business Plan for New Products and Its Potential Impact	139
	0.1	on the Company's Strategy	140
		5.1.1 New Product Opportunities in Technology	140
		Companies	140
		5.1.2 Collecting Data for the Business Plan	142
	5.2	Techniques for Evaluating Projects Based on Economic	143
	5.2	Analysis	145
		5.2.1 Return Factor or Benefit/Cost Ratio Calculations	140
		5.2.2 Payback Period Calculations	140
		5.2.3 Internal Rate of Return (aka Return on Investment)	147
	5.3	Capital Equipment Planning and Acquisition Decision	14/
	0.0	Based on Economic Analysis	153
		5.3.1 Capacity Planning for Capital Equipment	154
		5.3.2 Capacity Planning for Capital Equipment in	104
		the Electronics Industry	157
		5.3.3 Issues with Manufacturing Machines ROI	137
		Calculations	161
	5.4	Techniques for Increasing Management Confidence in the	101
	0.1	Economic Analysis	162
	5.5	Conclusions	167
	Refer	rences and Bibliography	167
	Webs	sites	168
		assion Topics	168
	Probl		169
			109
6	Mak	e or Buy: Subcontracting and Managing the Supply Chain	173
	6.1	The Lean Enterprise Concept and the Supply Chain	174
		6.1.1 Development of Outsourcing	176
		6.1.2 Competency versus Dependency	179
	6.2	The Outsourcing Strategy to Be Considered and	
		the Associated Pitfalls	182
		6.2.1 Operational Issues When Outsourcing at Different	
		Levels of the Product Realization Process	184
		6.2.2 Types and Levels of Outsourcing	104

	6.3	The Changes to the Product Realization Process and	
		Communications with the Supply Chain	187
		6.3.1 Supply Chain Development	188
	6.4	The Supplier Selection Process	189
		6.4.1 Criteria for the Supplier Selection Process	191
		6.4.2 Presenting the Subcontracting Plan to Management	195
		6.4.3 Issue to Address Before Signing a Contract	
		with a Supplier	196
		6.4.4 Outsourcing Quality Issues	198
		6.4.5 Legal and Liability Issues in the Instruction	
		to Bidders	199
		6.4.6 Infrastructure to Manage Subcontractors	200
	6.5		201
	Refe	rences and Bibliography	204
		assion Topics	204
	Prob		205
_	.		
7		neering Project Planning and Execution	207
	7.1	Historical Approaches to Engineering Project Planning	208
		7.1.1 Initial Project Planning Steps and Project Statement	209
		7.1.2 Development Plans for Design to Customer Projects	210
		7.1.3 Development Plans for DTM Projects	210
	7.2	Project Requirements Definitions	211
		7.2.1 Task Identification Plans	212
		7.2.2 Project Planning Methodology Engineering Project Scheduling Tools	212
	7.3	Engineering Project Scheduling Tools	214
		7.3.1 Project Planning Tools and Techniques	215
		7.3.2 PERT Chart Methodology	215
		7.3.3 Steps in Creating and Implementing a PERT Chart	216
		7.3.4 Example of the Planning of a PERT Chart	217
		7.3.5 Determining Slack (Float) Time Extension	220
	7.4	Methods and Techniques for Reducing Project Duration	222
		and Cost	222
		7.4.1 Resource Leveling and Allocation	222
		7.4.2 PERT Example 2	222
		7.4.3 Estimating Expected Project Completion Time	225
		7.4.4 Gantt Charts	226
		7.4.5 Plans to Be Completed by the PM Prior to Project	225
		Start	227
	7.5	The Causes of Engineering Project Execution Problems	220
		and How to Mitigate Project Delays	228
		7.5.1 Engineering Project Design Phase Delay Factors	228
		7.5.2 Engineering Project Manufacturing Phase	000
	5 (Delay Factors	229
	7.6	Techniques for Monitoring Project Expense Progress	000
		and Estimating Project Completion Profile	230
		7.6.1 Earned Value Management System	232

		7.6.2 7.6.3	Project Cost Measurement Project Variances Extrapolated for Estimates	233
		7.0.3	at Completion	233
		7.6.4	Earned Value System Example	235
	7.7		sful Project Execution and Lessons Learned	237
			nd Bibliography	238
			opics	239
	Probl			240
8			Project Phases, Control, Communications,	242
		ership, a	and Risk Assessment	243
	8.1		asse Gate Review Process	244
		8.1.1		240
		0.1.0	Design Phase	248
		8.1.2	New Product Creation for the Global Economy	249
		8.1.3	Phase Gate Design Reviews	250
		8.1.4	Design Review Preparation	252
	8.2		of Phase Gate Review Processes	253
		8.2.1	Complex Product Phase Review Process	256
	8.3		menting a Phase Gate Process	257
		8.3.1	Changing Traditional Design Communications	257
		8.3.2	Supplier Control and Communications Needs	261
		8.3.3	Phase Review Process Communications Needs	261
	8.4		t Risk Assessment and Management	262
		8.4.1	Steps in Risk Assessment and Management	264
		8.4.2	Risk Identification and Qualification	264
		8.4.3	Project Risk Analysis	265
		8.4.4	Risk Handling Techniques	268
		8.4.5	Risk Monitoring and Control	269
	8.5	Manag	ging Engineering Project Teams	269
		8.5.1	Team Development Stages	271
		8.5.2	Team Leadership and Interactions with	
			Team Members	272
		8.5.3	Engineering Career Stages	273
		8.5.4	Team Motivation and Compensation Policies	275
		8.5.5	Understanding and Nurturing Team Member Skills	277
	8.6	Resolv	ring Engineering Team Conflict and Managing	
		a Succ	essful Engineering Team	278
		8.6.1	Understanding the Sources of Conflict and	
			How to Mitigate Them	279
		8.6.2	Conflict Resolution Strategies	280
		8.6.3	Conflict Resolution Methodology and Settlement	281
		8.6.4	Managing a Successful Team	282
	8.7	Conch	6 6	284
			nd Bibliography	285
		ussion T		286
				287
				-

9	Proje	ct Monitoring and Contro	l Case Study	289
	9.1		nd Control Processes	290
	9.2	The Daily Stand-Up Board	d and Area	291
			ntials	291
			s Elements	293
			ion	294
				294
	9.3		Supply Chain, Operations,	
			er Reviews	294
				296
			the Red Flag Review	298
	9.4		pter Conclusions	301
	Stand			301
10		1	cations	305
10		The Delegatible Designt M	anager	306
	10.1	A Communication Model	anager	307
	10.2			308
				309
			ht Medium	309
			anication Model in Planning	217
	10.0			316 317
	10.3		ation	317
	10.4		rrent Engineering	
			neering	320 322
	10.5		oss the Value Chain	
	10.5			324
			Invironment	325
	10.6		n	327
	10.6			328
				328
				330
		0 0	ıltural Differences	330
		10.6.4 Remote Meetings		332
			rences to Your Advantage	333
	10.7		nication	334
				336
			nmunication	336
			neering Product Data	337
	10.8	Architecture as a Collabo		339
			architecture	340
			nent and Architecture	341
			nd Architecture	342
		10.8.4 Integration Risk		343
	10.9	The Project Communicat	ion Plan	344
		10.9.1 Stakeholder Regi	stry and Team Directory	344

		10.9.2	Communication Protocols	345
		10.9.3	Activities and Resources	346
		10.9.4	Stakeholders	347
			nd Bibliography	348
	Discu	assion To	opics	349
11	Engi		Project and Product Costing	351
	11.1		and Product Cost Relationship with	
			cle Stages	351
		11.1.1		352
		11.1.2	The Growth Stage	353
		11.1.3	The Maturity Stage	353
			The Final Stage	354
	11.2	New P	roduct Cost Estimating Methodologies	355
			Activity-Based Costing	357
			ABC for Electronic Products	360
		11.2.3	ABC Summary and Variance from Classical	
			Cost Accounting	366
	11.3		roduct Cost Estimating Process	366
		11.3.1	Determination of Costs and Tracking Tools	
			for New Product Development	368
		Conclu		369
	Refer	ences ar	nd Bibliography	370
			opics	370
	Prob	lem	•••••	371
12	Build		d Managing Teams	373
	12.1		versus Groups: What's the Difference?	374
			When Are Teams Needed?	374
			Differences: The Team Advantage	375
			Selecting and Launching Teams: A Recipe for Success	376
			Team Dynamics: The Four Phases	381
		12.1.5	Roles and Responsibilities	383
	12.2		ging Events and Activities	385
		12.2.1	Managing Meetings	385
	12.3		g People and Managing Performance	393
			Leadership Responsibilities	394
		12.3.2	Motivating Team Members	396
		12.3.3	Team Communications	397
		12.3.4	Managing Conflict	398
	12.4		oject Team Leadership Summary	405
			nd Bibliography	405
	Discu	assion T	opics	406
A	ROI	Tables		409