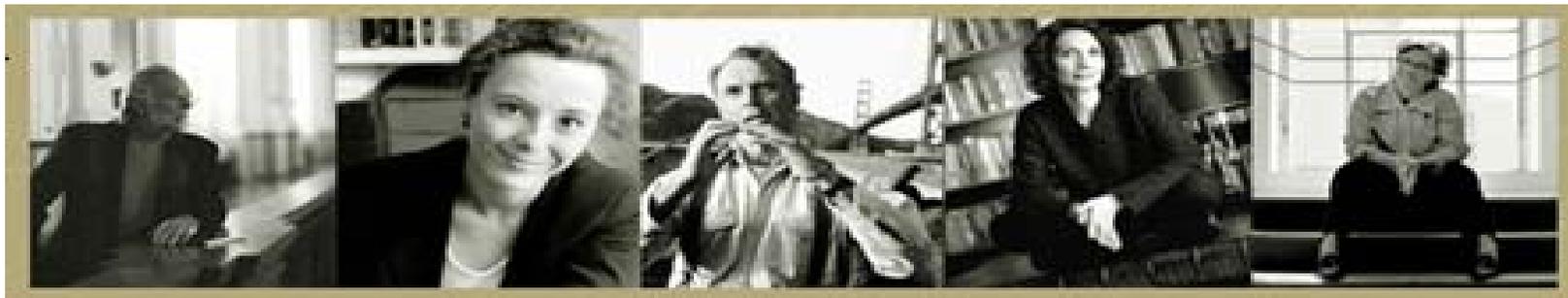


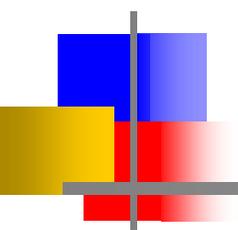


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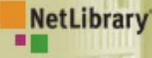
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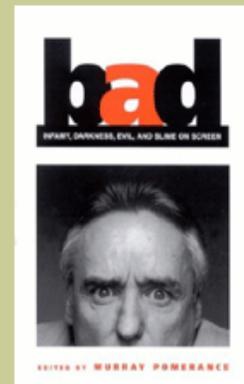
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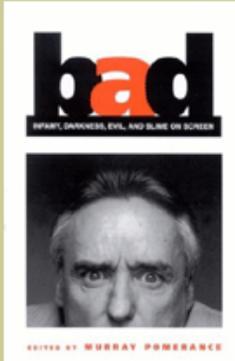
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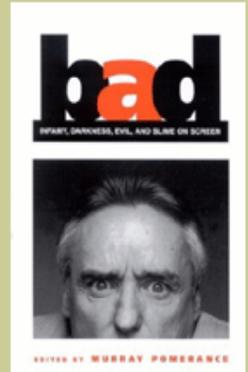
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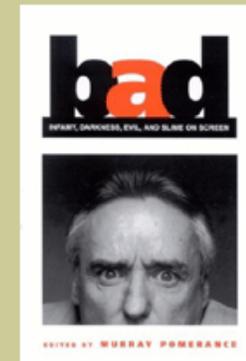
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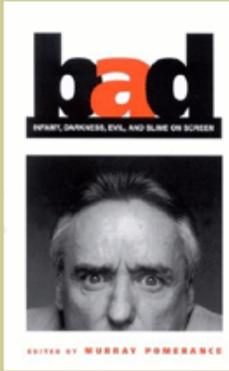
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 - Chapter 4: IT in Support of Design
 - Chapter 5: The Design and Development Process
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2.2 Overview of PM 35

practice can be improved in a major way. A fine example was the Boeing Corp. creation of a design integration center in Seattle, Washington. Many widely dispersed development laboratories were colocated into one massive purpose-built building. This facilitated successful implementation of concurrent engineering and integrated product and process development (IPPD) practices.

At the design team level, the majority of the organizational structure behavior will be imposed on the team. Some flexibility is usually available within the team structure, but changes need to be agreed on with the overall line manager, who can best judge the impact of changes on the whole organization. Section 3.5 discusses the common structures used.

Such imposts may not exist when the design team and enterprise are relatively small; in these cases, the team leader must choose an organizational structure to suit the situation to hand.

Some examples of the flexibility available are found in multidisciplinary staff, matrix operations, virtual presence, and the adoption of strict top-level leadership overview versus delegated responsibility.

A commonly adopted project structure today is the IPPD methodology. Figure 2.7 illustrates the activities needed at the definition, development, and deployment stages.

One key reason for tuning organizational structures is to facilitate effective communication. This is not only engendered by structure but also by staff relationships. While there does need to be a well-established line of authority (and with that goes responsibility), just how imposing this is a matter of leadership style. Some activities cannot avoid the imposition of formal rigor. Examples are annual staff

```

graph TD
    subgraph Define
        D1[1. Obtain highest level commitment for an understanding of IPPD.]
        D2[2. Formulate IPPD organization structure and team.]
        D3[3. Identify organizational relations and customer needs.]
        D4[4. Analyze organizational processes and products to determine impacts of IPPD implementation.]
        D5[5. Integrate options and select IPPD strategy, and obtain necessary resources.]
    end
    subgraph Development
        Dev1[1. Formulate IPPD development objectives and objective measures.]
        Dev2[2. Analyze development strategies and options and describe the impact of these on organizational processes and products.]
        Dev3[3. Integrate options, select development options and implement these in terms of documentation, architecture, systematic measurements, and IPPD multifunctional teams.]
    end
    subgraph Deployment
        Dep1[1. Formulate breakpoints and benchmarks for IPPD implementation.]
        Dep2[2. Analyze the impact of these and initial development results.]
        Dep3[3. Operationally test, evaluate, and refine development tactics as the deployed IPPD philosophy.]
        Dep4[4. Monitor and evaluate results and demand for continual improvements.]
    end
    Define --> Development
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Figure 2.7 A simplified process to implement IPPD. (Source [7])

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n. pl. cri - te - ri - a (-tir'ē-ə) or *cri - te - ri - ons*

A standard, rule, or test on which judgment or decision can be base
See Synonyms at [standard](#).

[Greek *kritērion*, from *kritēs*, *judge*, from *kriinein*, *to separate, judge*; see *krei-* in Indo-European roots.]

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CHAPTER 2
Systems Design and Project Management

This chapter moves the level of discussion inward from the holistic limits of consideration, taking the previously given ideas toward practical application of systems thinking in design. It explains:

- The various systems perspectives that engineers could encounter and therefore be able to draw upon for problem solving;
- The problematic differences between SE and project management, showing how their unique and overlapping features are of use in the engineering design team situation;
- How to implement T&E at the higher levels of project management;
- How to implement a design team situation that has a sound amount of SE and PM practices in place.

2.1 Systems and SE: Understanding Interpretations

2.1.1 Systems from the Hard Science Perspective

Conducting successful systems design requires the combined use of many different methodologies and cultural thinking modes. In this section, we compare several kinds of systems thinking to illustrate the breadth of differences in use of the word "system."

Those trained in electrical engineering generally operate predominantly at the hard end of the span between hard reductionism and soft phenomenological thinking. This discipline regime has developed a widespread attitude that a system should be reduced to a formal mathematical model that is then analyzed to investigate its behavior. This situation probably emerged because many of the pioneering design needs could be based on the physics of material systems such as the apparatus of telegraphy, telephony, and later the electronic amplifier. They developed in concert with the classical physics topics of mechanics, heat, electrochemistry and electromagnetism. The already developed disciplines were able to provide good mathematical models for taming systems understanding of the abstract-like entity, electricity. Some aspects of the nineteenth and early twentieth century developments involved less deterministic effects, such as user audiometry, but generally hard science methods sufficed.

There is a distinct danger of falling into the intellectual belief that all system design needs to fit well within the reductionist methodology, or that a problem must

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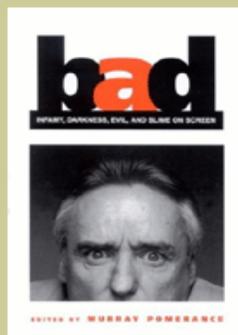
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 Edited by: Murray Pomerance
 SUNY Series, Cultural Studies in Cinema/Video

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How can bad be so good? From Nosferatu to Tom Ripley, from evil villains to empires of evil, from psychotic slashers to bloodthirsty aliens, violence, infamy, and slime has become an expected staple of the Hollywood diet. Yet, even from cinema's earliest days, the public has been delighted to be stunned by screen representations of monstrosity, corruption, ugliness, villainy, darkness, and evil incarnate.

In the March eBook of the Month, the contributors to *Bad: Infamy, Darkness, Evil, and Slime on Screen* explore the long line of thieves, rapists, varmints, codgers, dodgers, manipulators, exploiters, conmen, killers, vamps, liars, demons, cold-blooded megalomaniacs, and warmhearted flakes that populate cinematic narrative.

While it is convenient to draw conclusions that headlines and popular rhetoric have influenced the portrayal of evil in film, *Bad* is careful not to attribute badness to any single source. Instead, contributors consider a wide range of genres and use a

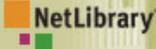
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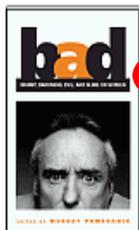
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