Contents

About the Author vii
Acknowledgements ix
Introduction xi

Part One: Understanding Design 1
1 The Nature of Design 3
   Design Activities 3
   Design Problems 11
   Problem Structures 14

2 Design Ability 19
   What Designers Say 19
   How Designers Think 21
   Learning to Design 25

3 The Design Process 29
   Descriptive Models 29
   Prescriptive Models 34
   An Integrative Model 41

Part Two: Doing Design 43
4 New Design Procedures 45
   Systematic Procedures 45
   Design Methods 46
   Creative Methods 48
   Rational Methods 55

5 Identifying Opportunities 59
   The User Scenarios Method 60

6 Clarifying Objectives 77
   The Objectives Tree Method 78

7 Establishing Functions 93
   The Function Analysis Method 94

8 Setting Requirements 105
   The Performance Specification Method 106
9 Determining Characteristics 121
   The Quality Function Deployment Method 122

10 Generating Alternatives 137
   The Morphological Chart Method 138

11 Evaluating Alternatives 151
   The Weighted Objectives Method 152

12 Improving Details 173
   The Value Engineering Method 174

Part Three: Managing Design 191

13 Design Strategies 193
   What is a Design Strategy? 193
   Frameworks for Action 197
   Strategy Control 199
   Setting Strategies and Choosing Tactics 200

14 Product Development 203
   Product Design 203
   Product Planning 204
   Product Innovation 208

References 213
Index 215