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高等院校双语教学适用教材

工商管理

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(Fourth Edition)

*Karl T. Ulrich*
*Steven D. Eppinger*

(第4版)

# 产品设计与开发

(美) 卡尔·T.犹里齐　斯蒂芬·D.埃平格　著

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# 出版者的话

当前，在教育部的大力倡导下，财经和管理类专业的双语教学在我国各大高校已经逐步开展起来。一些双语教学开展较早的院校积累了丰富的经验，同时也发现了教学过程中存在的一些问题，尤其对教材提出了更高的要求；一些尚未进入这一领域的院校，也在不断探索适于自身的教学方式和方法以及适用的教材，以期时机成熟时加入双语教学的行列。总之，对各类院校而言，能否找到“适用”的教材都成为双语教学成功与否的关键因素之一。

然而，国外原版教材为国外教学量身定做的一些特点，如普遍篇幅较大、侧重于描述性讲解、辅助材料（如习题、案例、延伸阅读材料等）繁杂，尤其是许多内容针对性太强，与所在国的法律结构和经济、文化背景结合过于紧密等，却显然不适于国内教学采用，并成为制约国内双语教学开展的重要原因。因此，对国外原版教材进行本土化的精简改编，使之变成更加“适用”的双语教材，已然迫在眉睫。

东北财经大学出版社作为国内较早涉足引进版教材的一家专业出版社，秉承自己一贯服务于财经教学的宗旨，总结自身多年的出版经验，同麦格劳—希尔教育出版公司、培生教育出版集团和圣智出版集团等国外著名出版公司通力合作，在国内再次领先推出了会计、工商管理、经济学等专业的“高等院校双语教学适用教材”。这套丛书的出版经过了长时间的酝酿和筛选，编选人员本着“品质优先、首推名作”的选题原则，既考虑了目前我国财经教育的现状，也考虑了我国财经高等教育所具有的学科特点和需求指向，在教材的遴选、改编和出版上突出了以下一些特点：

- 优选权威的最新版本。入选改编的教材是在国际上多次再版的经典之作的最新版本，其中有些教材的以前版本已在国内部分高校中进行了试用，获得了一致的好评。
- 改编后的教材在保持英文原版教材特色的基础上，力求内容精要，逻辑严密，适合中国的双语教学。选择的改编人员既熟悉原版教材内容，又具有本书或本门课程双语教学的经验。
- 改编后的教材配有丰富的辅助教学支持资源，教师可在网上免费获取。
- 改编后的教材篇幅合理，符合国内教学的课时要求，价格相对较低。

本套教材是在双语教学教材出版方面的一次新的尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意，也期待广大读者提出宝贵的意见和建议。

尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中的内容仍可能有不妥之处，望读者在阅读中注意比较和甄别。

东北财经大学出版社

# Preface

This book contains material developed for use in the interdisciplinary courses on product development that we teach. Participants in these courses include graduate students in engineering, industrial design students, and MBA students. While we aimed the book at interdisciplinary graduate-level audiences such as this, many faculty teaching graduate and undergraduate courses in engineering design have also found the material useful. *Product Design and Development* is also for practicing professionals. Indeed, we could not avoid writing for a professional audience because most of our students are themselves professionals who have worked either in product development or in closely related functions.

This book blends the perspectives of marketing, design, and manufacturing into a single approach to product development. As a result, we provide students of all kinds with an appreciation for the realities of industrial practice and for the complex and essential roles played by the various members of product development teams. For industrial practitioners, in particular, we provide a set of product development methods that can be put into immediate practice on development projects.

A debate currently rages in the academic community as to whether design should be taught primarily by establishing a foundation of theory or by engaging students in loosely supervised practice. For the broader activity of product design and development, we reject both approaches when taken to their extremes. Theory without practice is ineffective because there are many nuances, exceptions, and subtleties to be learned in practical settings and because some necessary tasks simply lack sufficient theoretical underpinnings. Practice without guidance can too easily result in frustration and fails to exploit the knowledge that successful product development professionals and researchers have accumulated over time. Product development, in this respect, is like sailing: proficiency is gained through practice, but some theory of how sails work and some instruction in the mechanics (and even tricks) of operating the boat help tremendously.

We attempt to strike a balance between theory and practice through our emphasis on methods. The methods we present are typically step-by-step procedures for completing tasks, but rarely embody a clean and concise theory. In some cases, the methods are supported in part by a long tradition of research and practice, as in the chapter on product development economics. In other cases, the methods are a distillation of relatively recent and *ad hoc* techniques, as in the chapter on design for manufacturing. In all cases, the methods provide a concrete approach to solving a product development problem. In our experience, product development is best learned by applying structured methods to ongoing project work in either industrial or academic settings. Therefore, we intend this book to be used as a guide to completing development tasks either in the context of a course project or in industrial practice.

An industrial example or case study illustrates every method in the book. We chose to use different products as the examples for each chapter rather than carrying the same example through the entire book. We provide this variety because we think it makes the

book more interesting and because we hope to illustrate that the methods can be applied to a wide range of products, from bowling equipment to syringes.

We designed the book to be extremely modular—it consists of 16 independent chapters. Each chapter presents a development method for a specific portion of the product development process. The primary benefit of the modular approach is that each chapter can be used independently of the rest of the book. This way, faculty, students, and practitioners can easily access only the material they find most useful.

This fourth edition of the book includes revisions throughout the book, updated examples and data, expanded explanations, and new insights from recent research and innovations in practice.

To supplement this textbook, we have developed a web site on the Internet. This is intended to be a resource for instructors, students, and practitioners. We will keep the site current with additional references, examples, and links to available resources related to the product development topics in each chapter. Please make use of this information via the Internet at www.ulrich-eppinger.net.

The application of structured methods to product development also facilitates the study and improvement of development processes. We hope, in fact, that readers will use the ideas in this book as seeds for the creation of their own development methods, uniquely suited to their personalities, talents, and company environments. We encourage readers to share their experiences with us and to provide suggestions for improving this material. Please write to us with your ideas and comments at ulrich@wharton.upenn.edu and eppinger@mit.edu.

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Hundreds of people contributed to this book in large and small ways. We are grateful to the many industrial practitioners who provided data, examples, and insights. We appreciate the assistance we have received from numerous academic colleagues, research assistants, and support staff, from our sponsors, and from the McGraw-Hill team. Indeed we could not have completed this project without the cooperation and collaboration of many professionals, colleagues, and friends. Thank you all.

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We have received tremendous assistance from our colleagues who have offered frequent encouragement and support for our somewhat unusual approach to teaching and research, some of which is reflected in this book. We are especially indebted to the MIT Leaders for Manufacturing (LFM) Program and to the MIT Center for Innovation in Product Development (CIPD), two exemplary partnerships involving major manufacturing firms and MIT's engineering and management schools. We have benefited from collaboration with the faculty and staff associated with these programs, especially Gabriel Bitran, Kent Bowen, Don Clausing, Tom Eagar, Charlie Fine, Woodie Flowers, Steve Graves, John Hauser, Rebecca Henderson, Maurice Holmes, Tom Magnanti, Kevin Otto, Don Rosenfield, Warren Seering, Shoji Shiba, Anna Thornton, Jim Utterback, Eric von Hippel, Dave Wallace, and Dan Whitney. We have received financial support from LFM, CIPD, and the Gordon Book Fund. Most important, LFM and CIPD partner companies have provided us with unparalleled access to industrial projects and research problems in product development and manufacturing.

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Several MIT students served as research assistants to help investigate many of the development methods, examples and data contained in the first edition of this book. These individuals are Paul Brody (Chapter 10), Tom Foody (Chapter 13), Amy Greenlief (Chapter 12), Christopher Hession (Chapter 3), Eric Howlett (Chapter 7), Tom Pimmler (Chapter 11 Appendices), Stephen Raab (Chapter 14), Harrison Roberts (Chapter 11 Appendices), Jonathan Sterrett (Chapter 4), and Gavin Zau (Chapter 6).

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*Karl T. Ulrich*

*Steven D. Eppinger*

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