# Value Rational Engineering

# Synthesis Lectures on Engineering

Each book in the series is written by a well known expert in the field. Most titles cover subjects such as professional development, education, and study skills, as well as basic introductory undergraduate material and other topics appropriate for a broader and less technical audience. In addition, the series includes several titles written on very specific topics not covered elsewhere in the Synthesis Digital Library.

### Value Rational Engineering

Shuichi Fukuda 2018

### Strategic Cost Fundamentals: for Designers, Engineers, Technologists, Estimators, Project Managers, and Financial Analysts

Robert C. Creese 2018

### Concise Introduction to Cement Chemistry and Manufacturing

Tadele Assefa Aragaw 2018

### Data Mining and Market Intelligence: Implications for Decision Making

Mustapha Akinkunmi

2018

### Empowering Professional Teaching in Engineering: Sustaining the Scholarship of Teaching

John Heywood 2018

### The Human Side of Engineering

John Heywood 2017

### Geometric Programming for Design Equation Development and Cost/Profit Optimization (with illustrative case study problems and solutions), Third Edition

Robert C. Creese

2016

#### Engineering Principles in Everyday Life for Non-Engineers Saeed Benjamin Niku 2016

A, B, See... in 3D: A Workbook to Improve 3-D Visualization Skills Dan G. Dimitriu 2015

The Captains of Energy: Systems Dynamics from an Energy Perspective Vincent C. Prantil and Timothy Decker 2015

Lying by Approximation: The Truth about Finite Element Analysis Vincent C. Prantil, Christopher Papadopoulos, and Paul D. Gessler 2013

Simplified Models for Assessing Heat and Mass Transfer in Evaporative Towers Alessandra De Angelis, Onorio Saro, Giulio Lorenzini, Stefano D'Elia, and Marco Medici 2013

The Engineering Design Challenge: A Creative Process Charles W. Dolan 2013

The Making of Green Engineers: Sustainable Development and the Hybrid Imagination Andrew Jamison 2013

Crafting Your Research Future: A Guide to Successful Master's and Ph.D. Degrees in Science & Engineering Charles X. Ling and Qiang Yang 2012

Fundamentals of Engineering Economics and Decision Analysis David L. Whitman and Ronald E. Terry 2012

A Little Book on Teaching: A Beginner's Guide for Educators of Engineering and Applied Science Steven F. Barrett 2012

Engineering Thermodynamics and 21st Century Energy Problems: A Textbook Companion for Student Engagement Donna Riley 2011

#### MATLAB for Engineering and the Life Sciences

Joseph V. Tranquillo 2011

### Systems Engineering: Building Successful Systems

Howard Eisner

2011

### Fin Shape Thermal Optimization Using Bejan's Constructal Theory

Giulio Lorenzini, Simone Moretti, and Alessandra Conti 2011

### Geometric Programming for Design and Cost Optimization (with illustrative case study problems and solutions), Second Edition

Robert C. Creese

2010

#### Survive and Thrive: A Guide for Untenured Faculty

Wendy C. Crone

2010

### Geometric Programming for Design and Cost Optimization (with Illustrative Case Study Problems and Solutions)

Robert C. Creese 2009

### Style and Ethics of Communication in Science and Engineering

Jay D. Humphrey and Jeffrey W. Holmes 2008

### Introduction to Engineering: A Starter's Guide with Hands-On Analog Multimedia Explorations

Lina J. Karam and Naji Mounsef 2008

### Introduction to Engineering: A Starter's Guide with Hands-On Digital Multimedia and Robotics Explorations

Lina J. Karam and Naji Mounsef 2008

### CAD/CAM of Sculptured Surfaces on Multi-Axis NC Machine: The DG/K-Based Approach

Stephen P. Radzevich 2008

#### Tensor Properties of Solids, Part Two: Transport Properties of Solids Richard F. Tinder 2007

Tensor Properties of Solids, Part One: Equilibrium Tensor Properties of Solids Richard F. Tinder 2007

#### Essentials of Applied Mathematics for Scientists and Engineers Robert G. Watts 2007

Project Management for Engineering Design Charles Lessard and Joseph Lessard 2007

Relativistic Flight Mechanics and Space Travel Richard F. Tinder 2006 © Springer Nature Switzerland AG 2022

Reprint of original edition © Morgan & Claypool 2018

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopy, recording, or any other except for brief quotations in printed reviews, without the prior permission of the publisher.

Value Rational Engineering Shuichi Fukuda

ISBN: 978-3-031-79397-4 paperback ISBN: 978-3-031-79398-1 ebook ISBN: 978-3-031-79399-8 hardcover

DOI 10.1007/978-3-031-79398-1

A Publication in the Springer series SYNTHESIS LECTURES ON ENGINEERING

Lecture #33
Series ISSN
Print 1939-5221 Electronic 1939-523X

# Value Rational Engineering

#### Shuichi Fukuda

Adviser to System Design and Management Research Institute of Keio University Member of the Engineering Academy of Japan

SYNTHESIS LECTURES ON ENGINEERING #33

### **ABSTRACT**

Early in the 20th century, our world was small and closed with boundaries. And, there were no appreciable changes. Therefore, we could foresee the future. These days, however, we could apply mathematical rationality and solve problems without any difficulty.

As our world began to expand rapidly and boundaries disappeared, the problem of bounded rationality emerged. Engineeres put forth tremendous effort to overcome this difficulty and succeeded in expanding the bounds of mathematical rationality, thereby establishing the "Controllable World."

However, our world continues to expand. Therefore such an approach can no longer be applied. We have no other choice than "satisficing" (Herbert A. Simon's word, Satisfy + Suffice [2]).

This expanding open world brought us frequent and extensive changes which are unpredictable and diversification and personalization of customer expectations. To cope with these situations, we need diverse knowledge and experience. Thus, to satisfy our customers, we need teamwork.

These changes of environments and situations transformed the meaning of value. It used to mean excellent functions and exact reproducibility. Now, it means how good and flexible we can be to adapt to the situations. Thus, adaptability is the value today.

Although these changes were big, and we needed to re-define value, a greater shift in engineering is now emerging. The Internet of Things (IoT) brought us the "Connected Society," where *things* are connected. *Things* include not only products, but also humans.

As changes are so frequent and extensive, only users know what is happening right now. Thus, the user in this Connected Society needs to be a playing manger—he or she should manage to control the product-human team on the pitch.

Moreover, this Connected Society will bring us another big shift in engineering. Engineering in this framework will become Social Networking, with engineering no longer developing individual products and managing team products.

The Internet works two ways between the sender and the receiver. Our engineering has ever been only one way. Thus, how we establish a social networking framework for engineering is a big challenge facing us today. This will change our engineering. Engineers are expected to develop not only products, but also such dream society.

This book discusses these issues and points out that New Horizons are emerging before us. It is hoped that this book helps readers explore and establish their own New Worlds.

### **KEYWORDS**

value rational design, perception, intrinsic motivation, holistic approach, atmosphere, psychological flow

# Contents

	Pref	ace xiii				
	Ack	Acknowledgmentsxv				
	Intr	oduction				
1	Big	Shift in Engineering				
	1.1	Closed World to Open World				
	1.2	Changes of Yesterday and Today				
	1.3	Bounded Rationality and Satisficing				
	1.4	Rational World to Controllable World				
	1.5	Satisficing World				
	1.6	Real-World Problems—Their Difficulties				
	1.7	Science is One Principle, but Engineering is Another				
	1.8	New "Selfish"				
	1.9	Individual Play to Team Play				
2	Value and Rationality: Traditional Engineering Definition					
	2.1	Value				
	2.2	Rationality				
3	Incr	easing Difficulty of Recognizing Product Quality Improvement 17				
	3.1	Weber–Fechner Law				
	3.2	Product Service Systems (PSS)				
4	Value and Rationality: Definitions in Other Fields					
	4.1	Zweckrationalitaet and Wertrationalitaet				
	4.2	Economist's Rationality				
	4.3	Pragmatism				
	4.4	Railroad vs. Voyage				
	4.5	Abduction: What Matters is the Goal				
	4.6	Conceive-Design-Implement-Operate (CDIO)				

5	Desi	gn-Another Form of Decision Making	. 25	
	5.1	Plan-Do-Study-Act (PDSA)	. 25	
	5.2	Adaptive Approach: Importance of Heuristics	. 27	
	5.3	Current AI: Its Limitations	. 27	
	5.4	Rationality: Mathematical and Real World	. 27	
	5.5	Design: Another Area of Rationality	. 27	
	5.6	Pattern Approach	. 28	
	5.7	Effectiveness of the Hypothesis-Driven Approach	. 28	
6	Impo	ortance of "Self"	. 29	
	6.1	Self-Determination Theory (SDT)	. 29	
	6.2	Hierarchy of Human Needs	. 30	
7	Incre	easing Importance of Process Value	. 33	
•	7.1	Lego		
	7.2	Creative Customers		
	7.3	Flower Arrangement: Ka-Do		
8	Reliability to Trust			
	8.1	Reliability	. 37	
	8.2	Trust	. 37	
	8.3	Hardware and Software Development	. 38	
	8.4	Repair: Another New Value Creation	. 41	
9	Individual Products to Team Products-Individual Play to Team Play			
	9.1	Why do Products Need to Work as a Team?	. 45	
	9.2	Tree and Network	. 45	
	9.3	11 Best, Best 11	. 46	
	9.4	Playing Manager	. 47	
	9.5	Adaptive Team Organization: Difference Between a Sport Team and Product Team	. 47	
	9.6	Social Networking Service (SNS)	. 49	
10	Strat	tegy: Yesterday and Today	. 51	
	10.1	Strategy of Yesterday	. 51	
	10.2	Strategy of Today	. 51	

	10.3	Their Difference		
	10.4	Changing Interpretation of Rationality		
11	Mod	ularization: Product-Based to Process-Focused		
	11.1	Automotive Industry		
	11.2	Fashion Industry		
	11.3	Buildings		
	11.4	Origami		
	11.5	Materials		
<b>12</b>	Sectors of the Economy			
	12.1	Five Sectors of the Economy		
	12.2	Quinary Sector         67		
	12.3	Decision Making: Yesterday and Today		
<b>13</b>	Shar	ing Society		
	13.1	Sharing Economy		
	13.2	Changing Industrial Framework		
	13.3	Deeper and Deeper to Wider and Wider		
	13.4	New Engineering will Create Sharing Society		
14	The C	Connected Society		
	14.1	Internet of Things (IoT)		
	14.2	Difference Between the Connected Society and Sharing Society		
	14.3	Adaptive Organization		
	14.4	Progress to Evolution		
	14.5	Team for Progress and Team for Evolution		
	14.6	Explicit Adaptation and Implicit Adaptation		
	14.7	Inside Out and Outside In		
	14.8	No Walls Between Art, Science, and Engineering		
<b>15</b>	New	Horizons Are Emerging		
	Refe	rences		
	Auth	or's Biography		

### **Preface**

Engineering was created to make our dreams come true. What we need to remember is that we had dreams and that to dream is the most important thing in the world.

However, most engineering books today discuss how to solve a problem. Indeed, there are many problems we need to solve to realize our dreams. Yet, problem solving is not our final goal. Making dreams come true is. Regrettably, we do not discuss much about dreams today. We discuss only what the problems are and how we can solve them.

Making dreams come true is the value of engineering and no matter how we do it, we will be satisfied if our dreams come true. Thus, if this goal is achieved, all paths to get there must be rational. They are very much reasonable because we needed engineering to make our dreams come true. All's well that ends well. This is the core of Value Rational Engineering.

This book, therefore, does not tell you how to solve the problems, but tells you how you can dream a good dream and how you can make it come true your way.

Everybody has his or her own dream. It varies from person to person how you make it come true. I hope this book helps you find how you can have a good dream and find your way of making it come true.

When you make your dream come true your way, you will feel the sense of achievement and fulfilment and you will be truly satisfied.

Let us explore this New World of Dream Engineering together!

Shuichi Fukuda July 2018

# Acknowledgments

I would like to thank Mr. Paul Petralia, Morgan & Claypool Publishers, for the publication of this book. For the typesetting I thank Dr. C.L. Tondo and his group at T&T TechWorks, Inc., as well as Ms. Sara Kreisman and her staff at Rambling Rose Press, Inc. for their editing work.

Shuichi Fukuda July 2018