

MANAGING THE USE OF VALUE ANALYSIS
AND VALUE ENGINEERING TECHNIQUES
JANUARY 21-31, 1963

- I UNDERSTANDING THE "VALUE" ENVIRONMENT
- II UNDERSTANDING THE TECHNOLOGY BEING MANAGED - I
- III " " " " " - II
- IV " " " " " - III
- V SETTING OBJECTIVES, ORGANIZING-STAFFING
- VI PROGRAMMING
- VII MEASURING
- VIII RELATIONS WITH OTHER WORK
- IX MANAGEMENT PROGRAMS
- X SUMMARIES AND CONCLUSIONS

VALUE ANALYSIS AND ENGINEERING

January 26, 1963

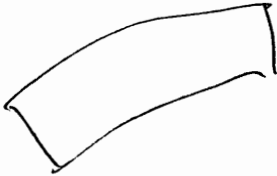
Objectives of a Value Engineering program.

1. Keep competitive leadership.
2. Increase profits by eliminating inappropriate costs, while maintaining the appropriate performance level of all products.
3. Maintain appropriate value in products.
4. Determine where costs went astray.
5. Establish yardstick for measuring the appropriate cost for a function.
6. Indoctrinate engineers and other personnel with Value Engineering concept.
7. Establish necessary Value Engineering environment within entire company.
8. Maintain a concurrent evaluation in the light of Value Engineering concepts and techniques.

Prepared by student
assistant

WORKSHEET MEMOCLASS VALUE ENGINEERING PROJECTItem

(make sketch)



V.E. is arrangement of techniques which

1. makes clear functions the user wants

weight in location

2000

2. establishes the appropriate cost for each function by comparisons

4¢

40

3. causes the required knowledge, creativity and initiative to be used to accomplish each function for that cost

Approaches to be followed up

1. Back to eng Concept stage

2. Refer to puch -

3. Engrs redesign to eliminate

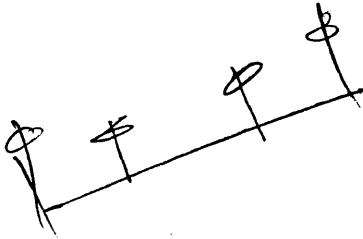
4. Consider std balancing method

WORKSHEET MEMO

CLASS VALUE ENGINEERING PROJECT

Item

(make sketch)



V.E. is arrangement of techniques which

1. makes clear functions the user wants

Hold

2. establishes the appropriate cost for each function by comparisons

10 -

2.00

3. causes the required knowledge, creativity and initiative to be used to accomplish each function for that cost

Approaches to be followed up

1. Ensure re do - concept

2. Push Beans

3.

MANAGING THE USE OF
VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment I Chapter I

Understanding The Value Analysis or Engineering Technology I

1. Name ten matured products on which advances in value engineering will control the success of the business venture more than will advances in performance engineering.
2. Is use value of importance in all products? Explain.
3. Is esteem value of importance in all products? Explain.
4. Who normally makes the decisions concerning use value? On what basis are they made?
5. Who normally makes the decisions concerning esteem value? On what basis are they made?
6. What is meant by a manufacturer's statement about his own product when it says: "Value of this product is unsatisfactory"?
7. Name five products which you consider good value. State why.

8. Describe the effect attitudes previously accumulated under a variety of experiences have on value.
9. Basically, what does a customer really want when he buys a product? What did you want when you bought your latest pair of shoes?
10. List, in order of importance, what you really wanted, or will want, in selecting a refrigerator.
11. Name five products which you have purchased within the past year predominantly for the purpose of accomplishing a use.
12. Name five products which you have purchased within the past year predominantly for the purpose of conforming to a custom, providing appearance, providing interest, etc.
13. Look around the room and note and write down the names of five items and indicate their basic functions.
14. List function or functions of an axe handle and an axe head.

Assignment I

Page 3

15. Describe the function which a screw driver has specifically in relation to the details of the head of a screw.

MANAGING THE USE OF VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment II	Chapter II
	Chapter III
	Items 1, 2, 4, 5, 13

Understanding The Value Analysis or Engineering Technology II

1. Write down the essential steps in the procedure for action required when a tire becomes deflated in driving along the road.

Note the inferior results and the increased frustration of omitting any step of the procedure.

2. Select the step in the foregoing procedure which could be omitted with the least consequence, and describe the ill effects, minimized results, or increased efforts caused by omitting just this one step.
3. Sketch a dozen shapes for the operating handle on a toggle switch and suggest a dozen materials which might be used for it. Also suggest a dozen processes which might be used in fabricating the material for the handle.

MANAGING THE USE OF VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment III	Chapter III
	Items 3, 6, 7, 8, 9,
	10, 11, 12
	Chapter IV
Peruse	Chapter V

Understanding The Value Analysis or Engineering Technology III

1. Write a list of twenty-five typical questions which might come up in connection with the design and manufacture of an electric iron.

Training

No date

- ✓ 2. State some of the first actions you might take in order to overcome the road-block: "There must be a good reason for it or we would not have made it that way."
3. Make a list of fifteen different areas of importance to a designer or manufacturer of electric motors in which he might benefit by extreme penetration of knowledge through locating the best possible source of that specialized knowledge.

- ✓ 4. Is the cost of each tolerance determinable?
- 5. Is the function accomplished by each tolerance discernible?
- ✓ 6. Who normally determines tolerances?
- ✓ 7. Are the costs produced by each tolerance normally provided to the tolerance setter before he makes his decision?
- 8. Name five reasons why vendors' available functional products are often not used even though they would accomplish the function reliably and simply at a much lower cost.
- 9. Name three ways of paying vendors for the use of their specialized skills and knowledge.
- 10. State some approaches you might take to determine whether there indeed exists an applicable process to accomplish your purpose.
- 11. How are tolerances normally determined for a specialty process?

12. Describe some circumstances under which the use of standards costs extra.
13. List some safeguards which might be established to protect against indiscriminately establishing special items, ideas, or processes when there in fact exist standard ones which constitute the best answer.
14. You are now using one million small alnico magnets per year in a thermostat. Name the techniques you are likely to use to identify unnecessary costs.

MANAGING THE USE OF
VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment IV Chapters VIII & IX

Setting Objectives, Organizing and Staffing

1. List five objectives of a value engineering program.
2. List five steps in organizing and administering a program.
3. List in approximate order of importance ten traits or characteristics or qualifications of a good value analyst.
4. What must be included in the training of practitioners ?

MANAGING THE USE OF
VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment V Chapter X

Programming

1. Why would a new value consultant have to do a very much more complete job of integration than he would do if he were new in some other job, such as purchasing agent, design engineer, or accountant?
2. Name some of the uncertainties and fears which will exist to some extent in the mind of a buyer when he finds that a value analyst is starting in his purchasing area.
3. Name some of the uncertainties and fears which will exist to some extent in the mind of a design engineer when he finds that a value analyst or value consultant is starting in his area.
4. Who might be embarrassed by a value appraisal?
5. Do you believe that the work of the value analyst, or value consultant, is and must be distinct work carried out separately in order to be done correctly? Or do you believe that it is part of the work of others?
6. What does value appraisal mean to you?

Assignment V

Page 2

7. What does product evaluation mean to you ?

8. What does value consultation mean to you ?

9. How would you determine the amount of training needed ?

MANAGING THE USE OF
VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment VI Chapter XI

Measuring

1. Describe several important actions a management may take which unmistakably show emphasis on value work.

2. Describe the manner in which emphasis is applied to a design-engineering project.

3. Describe the manner in which emphasis is applied to shipments of equipment manufactured.

4. Describe measurement systems which might be used to measure the degree of success with which sales work is accomplished.

5. Describe measurement systems which might be used to measure the degree of success with which driving an automobile in an auto race is accomplished.

Page 2

6. Describe a system which might be used to measure the degree of excellence of value work.
7. Discuss the pros and cons - the good and the bad points - of this measuring system.
8. Describe how you would endeavor to determine (measure) whether or not the correct number of people are engaged in value work.

MANAGING THE USE OF
VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment VII Chapter VII

Relations With Other Work

1. State why value consultants must be concerned with accounting practice.

2. Describe two reasons why all fixed overhead should be included in cost comparisons made for the purpose of determining whether to make or to buy.

3. Name two reasons why some fixed overhead should be excluded from cost comparisons made for the purpose of determining whether to make or to buy.

4. List ten products which are purchased primarily because their appearance or attractiveness appeals to the customer.

5. If your product was losing in sales, although it was competitively priced, how would you determine whether to add appearance functions or use functions?

6. Appropriate cost-reduction work is important and is to be encouraged. State five different ways in which the yield of cost reduction throughout a plant may be improved by the aid of appropriate value analysis work.
7. You, as a value consultant, have been invited by the engineer to develop and provide value alternatives. You have done so. One of them, in your judgment, is extremely workable and practicable and will save a sizeable sum of money. You have given your report and conclusions to the engineer, and your work on the item is finished. A few weeks pass, and you see that no action has been taken. You now feel that you should return to him and further influence him to act on your suggestion. Under these circumstances, discuss the advantages and disadvantages of not going back to the engineer and attempting to exert pressure on him.
8. Your study shows that instead of making the part on the type of equipment which you have in operation in the plant and for which people have training, it can be more economically secured for one-fifth of the cost by buying of a supplier who has another type of machine which your factory does not have. Describe some of the problems you would have to work out and how you would go about doing so.
9. Describe five services which the proper use of value analysis can provide for the management of the business.

10. In your opinion, how can value analysis techniques generally benefit the work of the purchasing agent and his buyers?
11. How will you, as a value consultant, select the vendors on whom you will call?
12. What types of commitments, if any, will you (as a value consultant) make to them?
13. What types of proposals will you solicit from them?
14. Does lower cost usually mean lower quality?
15. Describe how the use of the techniques can assist the salesman in determining what the customer really wants.
16. Describe how the use of the techniques can assist the customer in determining which products best suit his requirements.

MANAGING THE USE OF VALUE ANALYSIS AND ENGINEERING TECHNIQUES

Assignment VIII Chapter VI

Management Problems

1. Describe the environment which can be promoted by the attitude of the purchasing agent to generally minimize the personal loss of his buyers and promote decisions most beneficial to his employer.
2. Describe or quote the comments which you, as a manager, might appropriately make to cause more decisions for improving value to be made more promptly in the following circumstances:

Your purchasing agent has worked with a casting supplier in buying \$10,000-worth of patterns and molds, helping to establish inspection routines, testing and approving samples of production, etc., and has just qualified this supplier for furnishing \$100,000 worth of malleable castings per year. He then goes to a convention where he comes into contact with another supplier who has an automatic factory for making castings and who, for a cost of \$15,000 for molds, patterns, and tooling would supply the required castings for \$50,000 per year.

Your tool engineer has just purchased a \$1000 machine which is in the process of installation. Today he discovers that a different type of tool which, although also available, was not uncovered in his search prior to the placing of the order. It would produce the items with the same reliability at \$5000 per year less cost. The new tool would cost \$3000. He now proposes to stop installation, scrap the purchased tool, buy the new tool, and have it installed.

Your draftsman has just completed a month's work of drawing and detailing the parts of a product you expect to manufacture. He comes to you and advises that he can now see how to use an entirely different approach employing totally different relative shapes. This would necessitate spending another month redoing all of his work but would result in an equally reliable product for half the cost.

618Notes.pdf

Due to poor print quality, 7 evaluations have been omitted from this file. We hope to add these documents soon.

THE ENGINEERING AND MANAGEMENT COURSE

University of California, Los Angeles

INSTRUCTOR EVALUATION QUESTIONNAIRE

Directions: In order to provide information and feedback relative to this course, you are asked by the instructor to rate the following aspects as indicated. Please do not identify yourself and be sure to return the completed form to the instructor.

1. Using the following scale, please assign to each aspect the number which best indicates your feeling.

- | | |
|--------------|--------------|
| 7. Excellent | 3. Fair |
| 6. Very Good | 2. Poor |
| 5. Good | 1. Very Poor |
| 4. Average | |

- (7) Content of the Course
(7) Quality of Instruction
(7) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

mentally STIMULATING, with Timeless Application!

3. What things did you like least about the course?

*WASN'T LONG ENOUGH! I would have
Liked to have spent 2 more weeks with you!*

4. What do you think have been your instructor's most effective qualities?

*WARM, personal ATTITUDE projected to the CLASS
Individually and collectively*

5. What do you think have been your instructor's least effective qualities?

*IN USING your FINE CONVERSATIONAL Approach, try AND project
your voice to the men in the LAST Row I sometimes got the
impression you were more "in contact" with the 1st two rows THAN the LAST
THREE.*

6. Are there any additional comments about this course or its instructor which you would care to make?
-
-
-

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| 5. Good | 1. Very Poor |
| 4. Average | |

- (7) Content of the Course
(7) Quality of Instruction
(7) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

Produced objective thinking to take back to our jobs, providing a vessel to put into practice useful ideas

3. What things did you like least about the course?

The physical conditions of the chairs - (Hard)

4. What do you think have been your instructor's most effective qualities?

His knowledge gained from actual experience with applications of the techniques and processes involved with Value Engineering

5. What do you think have been your instructor's least effective qualities?

6. Are there any additional comments about this course or its instructor which you would care to make?

Provided me with a very pleasant and rewarding experience.

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- | | |
|--------------|--------------|
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| 6. Very Good | 2. Poor |
| 5. Good | 1. Very Poor |
| 4. Average | |

- (6) Content of the Course
(7) Quality of Instruction
(6) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

Very informative with good practical application

3. What things did you like least about the course?

would like to have had more time

4. What do you think have been your instructor's most effective qualities?

Sincerity

5. What do you think have been your instructor's least effective qualities?

6. Are there any additional comments about this course or its instructor which you would care to make?

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| 5. Good | 1. Very Poor |
| 4. Average | |

- (6) Content of the Course
(6) Quality of Instruction
(5) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

REPEATED EXAMPLES

*DISCUSSION OF PROBABLE ROADBLOCKS ASSOCIATED WITH
INSTALLATION & OPERATION OF V.A.*

3. What things did you like least about the course?

4. What do you think have been your instructor's most effective qualities?

*ABILITY TO UTILIZE THE TECHNIQUES ON WHICH HE
WAS EXPOUNDING IN TEACHING THESE SAME TECHNIQUES
TO AN AT FIRST "HOSTILE" GROUP.*

5. What do you think have been your instructor's least effective qualities?

6. Are there any additional comments about this course or its instructor which you would care to make?
-
-
-

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- | | |
|--------------|--------------|
| 7. Excellent | 3. Fair |
| 6. Very Good | 2. Poor |
| 5. Good | 1. Very Poor |
| 4. Average | |

- (6) Content of the Course
(7) Quality of Instruction
(4) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

Treatment of course as a discipline + set of techniques

3. What things did you like least about the course?

4. What do you think have been your instructor's most effective qualities?

*Expert knowledge of subject.
In spite of opposition over the years, I am impressed with the maturity and philosophical approach to problems of implementation.*

5. What do you think have been your instructor's least effective qualities?

Perhaps could dramatize to a greater extent the analysis in specific cases

6. Are there any additional comments about this course or its instructor which you would care to make?

One of the most valuable courses for me in my whole program. I consider myself fortunate, indeed, that I have been able to participate in this course under 222 rules

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7. Excellent
6. Very Good
5. Good
4. Average

3. Fair
2. Poor
1. Very Poor

- (7) Content of the Course
(7) Quality of Instruction
(7) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

Organization
Examples shown

3. What things did you like least about the course?

~~Nothing~~
Wish we had more time

4. What do you think have been your instructor's most effective qualities?

Complete knowledge of the subject matter.
The approach used in teaching.

5. What do you think have been your instructor's least effective qualities?

None

6. Are there any additional comments about this course or its instructor which you would care to make?

Course has been well presented. Has clarified
misconceptions that I had previously about
Value Analysis.

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| 5. Good | 1. Very Poor |
| 4. Average | |

- (4) Content of the Course
(6) Quality of Instruction
(5) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

The discussion of the principles & and tools of value engineering.

3. What things did you like least about the course?

The lecture (my opinion) emphasis on the negative acceptance of value engineering in a typical organization.

4. What do you think have been your instructor's most effective qualities?

Dedication to the job of convincing people that value eng. and analysis is indeed an effective tool. He is amiable and very communicative.

5. What do you think have been your instructor's least effective qualities?

Can't think of any relating to his subject material, instruction methods and personality. Only comment is again or negative notion that the world is against value eng.

6. Are there any additional comments about this course or its instructor which you would care to make?

I enjoyed the course very much and feel it will be of ~~great~~ use to me. Comment in (2) above is prompted by the fact that I'm an engineer in background. I believe the course did emphasize, as it ~~is~~ was advertised, the method and the way of introducing it into your company.

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7. Excellent
6. Very Good
5. Good
4. Average

3. Fair
2. Poor
1. Very Poor

- (7) Content of the Course
(7) Quality of Instruction
(7) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

The manner in which the subject matter was presented and related to specifics.

3. What things did you like least about the course?

Nothing

4. What do you think have been your instructor's most effective qualities?

His ability to communicate effectively, and his ability to relate subject matter to actual situations.

5. What do you think have been your instructor's least effective qualities?

*Tends to repeat himself occasionally
(Nothing really)*

6. Are there any additional comments about this course or its instructor which you would care to make?

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| 4. Average | |

- (7) Content of the Course
(7) Quality of Instruction
(6) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

all of it.

3. What things did you like least about the course?

/

4. What do you think have been your instructor's most effective qualities?

Presentation

5. What do you think have been your instructor's least effective qualities?

/

6. Are there any additional comments about this course or its instructor which you would care to make?

I have enjoyed the course very much -

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7. Excellent
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5. Good
4. Average

3. Fair
2. Poor
1. Very Poor

- (7) Content of the Course
(6) Quality of Instruction
(6) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

The instructor possessed such a complete knowledge of the subject both theoretical and practical.

3. What things did you like least about the course?

4. What do you think have been your instructor's most effective qualities?

He gets to the meat of the subject without unnecessary verbiage.

5. What do you think have been your instructor's least effective qualities?

6. Are there any additional comments about this course or its instructor which you would care to make?
-
-
-

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| 4. Average | |

- (7+) Content of the Course
(7+) Quality of Instruction
(7+) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

everything

3. What things did you like least about the course?

nothing

4. What do you think have been your instructor's most effective qualities?

experience & presentation, complete control of class

5. What do you think have been your instructor's least effective qualities?

none

6. Are there any additional comments about this course or its instructor which you would care to make?

Wish this course was longer.

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| 6. Very Good. | 2. Poor |
| 5. Good | 1. Very Poor |
| 4. Average | |

- (7) Content of the Course
(7) Quality of Instruction *good for the group*
() Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

also
A new approach to evaluating a product. I learned a great deal about the human relations of presenting V.E. to engineers, managers etc.

3. What things did you like least about the course?

Not enough time allotted for the instructor to get assimilated into our brains his experience and knowledge in this field.

4. What do you think have been your instructor's most effective qualities? *Spend less time per question or they all can be answered.*

Personality.

5. What do you think have been your instructor's least effective qualities? *Too many petty arguments*

6. Are there any additional comments about this course or its instructor which you would care to make?

Of all the people, instructors and participants, that I have heard, you are the only one who uses enthusiastic instead of enthused. Enthused is illustrated; but used too often.

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| 4. Average | |

- (7) Content of the Course
(7) Quality of Instruction
(7) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

Everything

3. What things did you like least about the course?

none

4. What do you think have been your instructor's most effective qualities?

- 1) Never referring to his own product or company
2) Knowledge of the subject and extreme interest to teach & present Value Eng to his students.

- ~~5. What do you think have been your instructor's least effective qualities?~~

3) Also, liked his ties.

6. Are there any additional comments about this course or its instructor which you would care to make?

1) Best Course offered by UCLA; Excellent instruction;
College should rehire Mr Miles for 1964, 5, etc Courses;
should be offered both morning & afternoon, so all
engineers may have the opportunity of taking course.

THE ENGINEERING AND MANAGEMENT COURSE

University of California, Los Angeles

INSTRUCTOR EVALUATION QUESTIONNAIRE

Directions: In order to provide information and feedback relative to this course, you are asked by the instructor to rate the following aspects as indicated. Please do not identify yourself and be sure to return the completed form to the instructor.

1. Using the following scale, please assign to each aspect the number which best indicates your feeling.

- | | |
|--------------|--------------|
| 7. Excellent | 3. Fair |
| 6. Very Good | 2. Poor |
| 5. Good | 1. Very Poor |
| 4. Average | |

- (6) Content of the Course
(7) Quality of Instruction
(7) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

*THE CLARITY WITH WHICH THE SUBJECT MATTER
WAS BROUGHT INTO FOCUS.*

3. What things did you like least about the course?

*PRACTICALLY ALL EXAMPLES WERE PRODUCT ORIENTED
AS OPPOSED TO HAVING A FEW SERVICE ORIENTED EXAMPLES*

4. What do you think have been your instructor's most effective qualities?

*HIS ABILITY TO HAVE THE CLASS BE IN SYMPATHY
TO HIM AT THE SAME TIME INTRODUCING
ALTOGETHER NEW & DIFFERENT CONCEPTS*

5. What do you think have been your instructor's least effective qualities?

6. Are there any additional comments about this course or its instructor which you would care to make?

EXCELLENT PRESENTATION

THE ENGINEERING AND MANAGEMENT COURSE

University of California, Los Angeles

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- (5) Content of the Course
(6) Quality of Instruction
(5) Level of Presentation (too high, too elementary; etc.)

2. What things did you like best about the course?

Instructor tried to keep to the essential principles of the subject & moved rapidly

3. What things did you like least about the course?

I would have enjoyed more analysis of actual parts by the group. Instructor did not let us stay stalled long, but lead us to the answers. He maybe should have let us work a bit.

4. What do you think have been your instructor's most effective qualities?

Sincerity, enthusiasm and a sense of humor.

5. What do you think have been your instructor's least effective qualities?

6. Are there any additional comments about this course or its instructor which you would care to make?
-
-
-

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- (6) Content of the Course
(6) Quality of Instruction
(6) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

*Examples and the great amount of group participation in all discussions.
Opinions stated by attendees.*

3. What things did you like least about the course?

4. What do you think have been your instructor's most effective qualities?

To steer the course the way he wanted it to go, but allowing the attendees to participate heavily in discussion.

5. What do you think have been your instructor's least effective qualities?

6. Are there any additional comments about this course or its instructor which you would care to make?

Course has been very well presented by a man obviously knowledgeable on the subject.

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- (5) Content of the Course
(7) Quality of Instruction
(6) Level of Presentation (too high, too elementary, etc.)

2. What things did you like best about the course?

Insight into needed inter-level coordination on functional analysis; existing structures most usually have restrictions to upwards and downwards flow of ideas.

3. What things did you like least about the course?

Lack of precise functional identification of value analysis/engineering relative to other jobs; substantive justification for its inferred benefits. This is not sufficiently defined.

4. What do you think have been your instructor's most effective qualities?

Communication with the class both ways (capability).

5. What do you think have been your instructor's least effective qualities?

Insignificant in this ten-day period.

6. Are there any additional comments about this course or its instructor which you would care to make?

Of considerable value (course)

Excellent instructor

I UNDERSTANDING THE "VALUE" ENVIRONMENT 1963

63-52

✓ Mgt PROBLEM
PROFIT FROM COST

X UNDERSTANDING THE VALUE TASK

QUESTION - "WHAT WOULD YOU LIKE TO ACCOMPLISH?"

[" WHAT DO YOU NOW BELIEVE V.A. IS ?

X VALUE IS AP. PERF. & AP. COST.

X VALUE (COST) WORK IS ART

→ IS EMOTIONAL PROBLEM

X DISCREDIT WHAT DONT UNDERSTAND

DE WHY SO MUCH UNNEC COST

HABITS

[ATTITUDES or FEELINGS
Honest wrong beliefs

[LACK IN FO.

[LACK IDEA

[Temporary circumstances

[GERMAN DR.

1.3 TWO PART JOB
HANDLE FEELINGS. 7 1/2
LEARN TO DO TECHNICAL JOB

EXHIBITS - BEFORE & AFTER

Block 3.00 - 40 stud 15 1/2 - 2 1/2
Inlet screen 6x125, Filter Caut 40
Handles 8-2

[NOTE EMOTIONAL IMPACT

" NEED FOR TECHNIQUE

COMMUNICATION BAD "HERES HOW TO HOLD YOUR SPOON"

[READ NEGATIVE COMMENTS

[QUESTIONS

DAY 2

1963

UNDERSTANDING THE VALUE ANALYSIS AND VALUE ENGINEERING TECHNOLOGY

NOTE EMOTIONAL IMPACT OF YESTERDAYS
EXAMPLES

WARM BLOOD

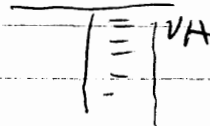
NEGATIVE VA STATEMENTS

QUOTE MGRS LETTER

POSITIVE STATEMENT MGR WHO LEARNED THE TECH.

PROOF FOR MGR - OPERATING HEAD

NOW WHAT IS VA



✓ ✓ ✓ ✓ ✓ ✓ ✓

HOW - FUNCTION APPROACH

USE ASSIGNED QUESTIONS

VA IS ARRANGEMENT OF TECH WHICH MAKE CLEAR
FUNCTIONS CUSTOMER WANTS.

USE EXAMPLES SWITCH BAR - RADAR SPOT FOCUSER
FILTER ~~TURNOFF~~ COLD CONTROL

ESTABLISH APPROPRIATE COST FOR EACH FUNCTION

TIE - CHASP - BUTTON - NAIL

SWITCH BLADE - STUD 8¢ - NOT 32¢ TV SWITCH

DAY II

REVIEW

IS ONLY FOR PURPOSE OF SECURING LOWER COST.
IF L.C. OR MORE QUANTITIES FROM SAME
COST NOT NEEDED - DONT USE IT

MUST DEAL WITH FEELINGS

TEACH HOW TO BETTER IDENTIFY BETTER
COSTS

SINCE IT IS A DIFFERENT APPROACH - ITS
ENVIRONMENT - MANAGEMENT & PEERS
OPPOSE IT VIOLENTLY - EXPECT NOTHING
ELSE.

III 1963

MANAGE BUSINESS

SELL AT MGT LEVELS

IF CANT - SALES PROBLEM - FIX IT

IF CANT - BUT PRODUCT DOESNT PERFORM

PERFORMANCE EING PROBLEM - FIX IT

IF CANT - AND PRODUCT WORKS BUT NO PROFIT

VALUE PROBLEM - FIX IT
COST ~~to~~

REVIEW

VE EXCLUSIVELY TO "FIX" COST PROBLEM

PREVENT

VE TECHNIQUES - SHOW AREA OF NECESSARY WORK

Establish the appropriate cost for that function by comparison

Evaluate Function

BLADE -

STUD

NUT

PROX EVALUATE FUNCTION

FILTER

RADAR SPOT CONTROL

Assigned Questions

Assign ~~1~~ reports for review and first

Job PLAN - TOTYPES TECH

Techniques 1-2-4-5-13

ILLUSTRATE BALLAST-

MAKE ASSIGNMENT

check - requisition - Ind Eng - Japan work Tax stamps

Value Ap perf - Ap cost

No one resp for cost below pres -

Assigned to no one ~~what~~
What is assigned to ea?
Hazy pressure on every one

Pres as yet doesn't usually recognize it as his job

To get cost - associate cost with function.
Have paper reported

Function Areas - automobile - disposed - Cold control

Questions -

Ident - eval fact -

Now what - Help on req with knowledge techniques

Balance Definition

cause knowledge ^{imitation} creativity, to be used to
~~finish~~ accomplish ea function for that cost.
TIP - close button
Finish - stud blade - spot center center

Knowledge vs Search

Days Assignment work paper

- Info best source -
Dust cover

Ident Overcome Road block
Kirk site

Techniques 7-8-9-10-11-12

Example of ea -

Assign Report "Philosophy of VA
VE in military

showed

1 & check

2 color tax stamp

Request form old

Japanese Book

AIRE - Phoenix ALL DAY VE
MEETING Notes

DAY

V 1963

REVIEW

VE - SYSTEM

(EXCELLENT)

JET

MIN - RUNWAY - DC6

PIANO - DEFINITION

FUNCTION - FUNCTION DIVISION EVALUATION #8 - Job PLAN
TECHNIQUES

SEARCH, TECH, QUICK REJECTION, DEAL WITH ROADBLOCK
DECISIONS KEEPING COSTS EMOTIONAL DESIGN ASSEMBLY
DESIGN TOOLING

~~LOGIC~~
BIRMINGHAM U - 1959 -

BALLAST SLICE - THINK IT THRU - LABORATORY HELP

DEFINITION AIRFORCE REG 70-16 12 DEC 1962

HAVE 2 REPORTS

USE ASSIGNED QUESTIONS (WORKSHEET)

OBJECTIVES - WHAT SHOULD THEY BE

Domine
The design
design and it
etc

ORG - ASK QUESTIONS

SIZE OF BUSINESS, TYPE - when report, how instructed

[TRAINING WHO? WHAT? HOW-

Assign

HOW TO INSTALL VA IN YOUR BUSINESS

ORG PLANNING & CONTROLLING THE VE PROGRAM

VALUE - THE EMERGING EMPHASIS IN DESIGN

VI (1963)

Philosophy of VA paper
Comments of men -
Objectives

(MOST OF DISCUSSION
ON FACTORS OF
ORGANIZATION)

Org of Co on board

[Org of Small Co

Org - MILITARY INSTALLATION

" CONTRACTORS

" CONSUMER GOODS

PRODUCER GOODS

4 PAPERS

[QUALITY OF MEN

[TRAINING

Why - What - How - How much -

~~ASS~~

WORK SHEET V - ON CHAP 10

[IN PROGRAMMING - BE SURE COVER "BC PROJECT"

Assign 2 papers

Org for VE in RESEARCH

VALUE ANALYSIS - NAVY Synthesis

Have paper on Org -

Some Types of Org -

Show in Eng - Mfg - Purch - Financ - Mktg - ~~Gen~~

Review Pros & Cons

Small Co -

BY PROJECT

QUALIF OF MEN

TRAINING

WHO - WHAT - HOW - HOW MUCH?

Worksheet Chap ~~VII~~ CHAP XI

WHY MEASUREMENT?

Report 3 papers

~~Assign 2 papers -~~

MEAS OF Metallurgist - tax specialist - ~~Stand Analyt~~

MEAS BY ACTIVITY REPORTS

CREDIT CHAIRING

CARDS MEASUREMENTS Focused

Tabulation -

WORK PROJECT FROM BOOK

Motor shield page 249

page 246 - Int - 247 - shield assembly -

248 - counterbalance

VIII

SESSION VII

Project A-40, A-41, A-33 (review) A31

MEASUREMENT

meta linguist, tax specialist - Sherr analyst
cost reduction - Eng; 2189 - Pabich -
By Achinsky reports
Credit claiming
Cards - effectiveness
Tokulotion.

[Review measurement questions about ^{chap} VII XI

[Review questions on Relations other work
VII ^{chap} VII

[Assign 2 Reports

IX

TASK OF COMMUNICATING
VALUE INEWS -
EXAMPLE CARDS

VALUE WORKSHOP
Non technical men
Quality impact
Implementation

TECH OF COST ANALYSIS

I lens 2 & 4 of ~~III~~ VI
what is Sales job -
" " Value Eng job?

use Questions assignment VII

HOW WILL WE MEASURE - CONCLUSION
EXAMPLE 1957 Experience

Assign many reports

Ask for questions on management problems

Deruss chap 6

X 1963

MIXED JOY + SADNESS
MEET + PART DIFFERENT PERSONS - THE
GRADE CLASS -

BUSINESS AS USUAL

ROUTINES AS USUAL

SPECS AS USUAL

RULES AS USUAL

} Probably will no longer
do

WAYS HISTORY 24 HRS

~~DOES~~

MORE CHANGES IN LAST SECOND THAN IN

PREVIOUS 23 hrs 57 min 59 sec

BUSINESS AS WE KNEW IT PROBABLY ENDED -

[not 1966]

Certainly War as we knew it has ended

Any product - bought today - Almost obsolete.
Successful business must obsolete own product

V.P. ASKEW - "would you, with present knowledge guarantee
V.A. weekly profitable costs? - yes"

Assignment of Papers

Relationships Questionnaire (get one from group)

Chap VI VALIDITY DISCUSSION

Other examples -

[Resume

[Value program Int + ideas

YOUR QUESTIONS

YOUR ANSWERS

YOUR PROBLEMS DISCUSSED

9:25 MAKE OUT QUESTIONNAIRE