

# Index

- AC/DC currents, 77–79, 132–134
- Adaptability, 85, 88
- Advanced Research Projects Agency (ARPA), 87
- Advocacy, consumer, 9–10
- Agent-based modeling (ABM), 114
- Aggregate base courses (ABCs), 159
- Agility, 85
- Agriculture, 9, 37
- Airplanes, 79–80
- Air traffic management, 91–93
- Amazon, 139
- Analysis, complex systems. *See* Systems thinking
- Architectures, systems, 52–55, 56f
- ARPANET, 87–88
- Artificiality of engineering systems, 36–37
- Asbestos, 11
- Assembly lines, 5, 6
- AT&T, 72–73
- Automobiles, 2, 5–6. *See also* Toyota Production System (TPS); Transportation
  - complexity of changing, 36
  - Global Positioning System (GPS) and, 13, 15
  - hybrid and electric, 15, 31, 45, 100
  - Object Process-Diagram, 105–106
  - quality, 70–72
  - safety, 9–10, 66, 73–74, 81–82
  - side effects of driving early, 65–66
- Bechtel/Parsons, 201n29
- Bell, Alexander Graham, 2, 3, 4
- Benz, Karl, 2, 3
- Berners-Lee, Tim, 88
- Bertalanffy, Ludwig von, 180
- Biocides, 9
- Boltzmann equation, 103
- Boston transport system, 136–138
- Boulton, Matthew, 124
- Boundaries, system, 97–102
- Boyle, Robert, 102
- Brown, Gordon S., 149
- Bush, Vannevar, 27, 202n3
- Cadillac Motor Company, 70
- California Institute of Technology (CalTech), 148
- Carnegie Mellon University, 155, 158
- Carnot, Nicolas, 102
- Carr, John, 93
- Carson, Rachel, 9
- Causality, complex, 58–62
- Cell phones, 17–18
- Change, constraints to, 34–35
- Charlemagne, 11
- Chemical industry, 9
- Cisco, 140
- Cisternay du Fay, Charles François, 2
- Citigroup, Inc., 179
- Clarke, Arthur C., 5
- Clean Air Act, 10
- Clocks. *See* Watches
- Club of Rome, 10
- Collaborative processes, 142–144
- Columbia Data Products, 94
- Communication inventions, 2, 3–5
- Communications system, 7, 14f
  - Internet as global communication system of choice, 88–89
  - linked to transportation and energy systems, 13–15
  - partially designed, partially evolved Internet, 138–141
  - system boundaries of, 98
  - telephone as initial artifact, 17
- Compatibility, 93
- Complex causality, 58–62
- Complexity in engineering systems, 32–33, 81–82, 185

- Computers  
 personal, 94–95  
 software, 34, 141–142
- Connected inventions, 3–6
- Consequences, unintended, 8–12  
 massive disruptions as, 12–13
- Consumer advocacy, 9–10
- Continuity of service, 35
- Control process, 42f
- Control theory, 114–116
- Corrective care, 80
- Cortese, Denis, 175, 179
- Council of Engineering Systems Universities (CESUN), 157, 160
- Cybernetics, 116
- Dantzig, George, 107–108, 162
- Darwin, Charles, 57
- Da Vinci, Leonardo, 114
- DDT, 9
- Decomposition, 26, 46, 52
- Defense Advanced Research Projects Agency (DARPA), 150
- Delft University of Technology, 157
- Dell Computers, 94
- Deming, W. Edwards, 70–71, 197n7
- De Rivaz, François Isaac, 2
- Design, engineering  
 Boston transport system, 136–138  
 characteristics and future of large-scale sociotechnical, 141–145  
 collaborative processes in, 142–144  
 definition of, 123  
 electricity grid, 132–136  
 importance of, 123  
 influence of designed artifact scale on, 124–129  
 of the Internet, 138–141  
 key lenses of (re)visioning perspective and, 123–124  
 Toyota Production System (TPS) and, 129–132
- Design/manufacturing concepts and approaches, 188–189  
 risk/uncertainty/safety in, 189
- Design structure matrix (DSM), 112
- Discrete event simulation (DES), 114
- Disruptions, massive, 12–13
- Design dependency matrix (DDM), 112
- Durability, 68, 84
- Dynamic nature of engineering systems, 37
- Early systems. *See also* Engineering systems  
 development of the modern world and, 1–3  
 engineering of, 15–16  
 growing interactions of, 12–15  
 interconnected inventions and, 3–6  
 networks and infrastructures in, 6–7  
 unintended consequences of new, 8–12
- École Polytechnique, 148
- Economics, 119–120
- Edison, Thomas, 2, 3, 7, 8, 16, 132  
 electricity standardization and, 77–79
- Education, engineering  
 challenges from other integrative disciplines, 161–164  
 changing focus of traditional, 158–159  
 early history, 147–151  
 future curriculum of, 164–165  
 growing impact of engineering systems in, 154–158  
 new phase, 151–154  
 program names, 160
- Eisner, Karl, 84, 85
- Electric cars, 15, 31, 45, 100  
 (re)visioning perspective on, 47–48
- Electricity, 2  
 and the changing role of engineers, 30  
 holistic thinking about, 45  
 modernization of, 34, 50  
 partially designed, partially evolved grid, 132–136  
 resilience and, 90–91  
 standardization of, 77–79
- Encapsulation, 54
- Energy system, 7, 13, 14f, 22. *See also* Electricity  
 engineers working on, 30  
 functional types in, 40  
 in a global system of systems, 181, 181f  
 linked to communications system, 15  
 linked to transportation system, 15, 30–31  
 partially designed, partially evolved electrical grid, 132–134  
 (re)visioning perspective in, 48–49  
 system boundaries of, 50–51  
 as system of systems, 134
- Engineering design. *See* Design, engineering
- Engineering systems, 15–16. *See also* Early systems  
 analyzing the structure of, 109–113  
 artificiality of, 36–37  
 basic terms related to, 186–187  
 boundaries, 97–102  
 challenges for, 169–173  
 changing role of, 27–31  
 characteristics of, 36–38  
 complexity in, 32–33, 185

- constraints to change introduced by, 34–35
- context of, 168
- defined, 31–34, 167–168
- development of the watch and, 23–27
- as a discipline in the future, 180–181
- dynamic nature of, 37
- enablers of success with, 173–175
- from engineering to, 15–22
- epoch of, 28
- evolution toward, 13, 14f
- existing in the real world, 36
- functionality, 103–108
- functional types and, 38–43
- future scenarios and, 175–178
- global changes, 181–183
- growing impact in academic institutions, 154–158
- hybrid states of, 37–38
- involvement of humans in, 38
- matrix (ESM), 112–113
- networks, 110–111
- (re)visioning perspective and, 46–50, 108, 123–124, 168, 178–179
- scale and scope, 50–51, 97–103
- subsystems in, 25–26
- system dynamics (SD), 116–118
- temporality, 55–57, 113–120
- water shortages and, 170–173
- Engineer of 2020, The*, 151
- Environment, the
- DDT and, 9
  - interactions of large-scale engineering systems with, 143, 168–169
  - mercury emissions and, 19–20, 21f
  - natural resources and, 10–11
  - sustainability of, 176–177
- Environmental Protection Agency (EPA), 9, 10
- Epoch of complex systems, 27, 28–30
- flexibility in the, 86
  - human factors in the, 75
  - ilities in the, 68, 71, 82, 86, 95
- Epoch of engineering systems, 28, 31, 65
- engineering education and the, 158–159
  - ilities in the, 68, 80, 95
- Epoch of great inventions and artifacts, 27, 65, 66, 147, 199n2
- flexibility in the, 86
  - ilities in the, 67–68, 86, 95
  - maintainability/reliability in the, 79
  - usability/operability in the, 74–79
- Era of complex systems, 28
- Euler, Leonhard, 109, 110
- Evaluative complexity, 138
- Evolvability, 85, 88
- Exchange process, 42f
- Exchanging process, 40–41
- Extensibility, 86, 87, 88
- Facebook, 138, 140
- Faraday, Michael, 3
- Felder, Frank, 30, 159
- Fighter jets, 79–80
- Fitzgerald, F. Scott, 50
- Flexibility, 67–68, 84–89, 141
- Ford, Henry, 1, 5, 16, 66
- Forrester, Jay, 116
- Foster, Norman, 157
- Frank, Barney, 136
- Franklin, Benjamin, 2
- Fukuzawa, Yukichi, 155
- Functionality, 51–52, 124
- describing and delivering, 103–108
  - language, 104–105
  - types, 38–43
- Future, the
- challenges for engineering, 169–173
  - enablers of success in, 173–175
  - engineering systems as a discipline in, 180–181
  - global system of systems in, 181–183
  - (re)visioning perspective in, 178–179
  - world scenarios, 175–178
- Gateway Computers, 94
- General Electric, 132
- General Motors, 5, 10
- General System Theory: Foundations, Development, Applications*, 180
- Georgia Tech, 154
- Gilbert, William, 2
- Global Positioning System (GPS), 13, 15
- Global system of systems, 181–183
- Google, 138, 139
- Graph theory, 109–110
- Group intelligence, 142–143
- Heaviside, Oliver, 72
- Hemingway, Ernest, 50
- Hoge, James, 74
- Holistic thinking, 45–46
- Hooke, Robert, 24
- Hughes, Thomas, 136–138
- Human factors, 75, 118–119
- Human involvement in engineering systems, 38
- Hurricane Katrina, 13
- Huygens, Christiaan, 24
- Hybrid cars, 15, 31, 45
- Hybrid states of engineering systems, 37–38

- IBM, 94–95, 173–174, 179
- Ilities, 187–188
- adaptability, 67f, 85, 88
  - agility, 67f, 85
  - complexity of, 81–82
  - defined, 66
  - durability, 67f, 68, 84
  - evolvability, 67, 85, 88
  - extensibility, 67f, 86, 87, 88
  - flexibility, 67f, 84–89
  - frequently encountered, 67–68
  - interoperability, 67f, 93–96
  - interrelationships of, 82–84
  - maintainability, 67f, 79–80
  - manufacturability, 67f
  - modularity, 67f, 85, 93–94
  - quality, 67f, 69–73
  - reliability, 67–68, 79–80, 84
  - repairability, 67f
  - resilience, 67f, 89–93
  - robustness, 67f, 71–72, 84, 90
  - safety, 67f, 73–74, 81–82
  - scalability, 67f, 85–87
  - scientific articles on, 68, 69
  - sustainability, 67f
  - testability, 67f
  - usability/operability, 67f, 74–79
- Industrial Revolution, the, 2–3, 11
- Information transporting, 40
- Infrastructures, 6–7
- Institute for Operations Research and the Management Sciences (INFORMS), 162
- Integrated social complexity, 58
- Intel, 95
- Intelligent Transportation Systems (ITS), 13, 15, 28
- Internet, the, 12, 39
- extensibility of, 87, 88
  - functions of, 52
  - partially designed, partially evolved, 138–141
  - scalability of, 86–89
  - scale and scope, 50
  - searches on, 82–83
  - structure of, 52–55
  - temporality and, 57
- Internet Engineering Task Force (IETF), 52, 53, 139–140
- Interoperability, 93–96
- Interrelationships among ilities, 82–84
- Inventions
- communication, 2, 3–5
  - connections developed between, 3–6
  - epoch of great, 27
  - famous, 2–3
  - networks and infrastructures accompanying, 6–7
  - population growth and, 3
  - safety of, 9–10
  - transportation, 2–3, 5–6
  - unintended consequences of, 8–12
- Invisible hand, 119
- Keio University, 155
- Kelvin, Lord, 102
- Kettering, Charles F., 66
- King, Alexander, 10
- Königsberg bridges, 109–110
- Koonin, Steven, 179
- Koopman, Bernard, 161
- Land Grant colleges, 148
- Language, functional, 104–105
- Leland, Henry Martyn, 70
- Lewis, Drew, 92
- Limits to Growth, The*, 10, 194n12
- Louis XV of France, 147
- MacArthur, Douglas, 70
- Macroeconomics, 119–120
- Magnanti, Thomas L., 156
- Maier, Mark W., 134
- Maintainability, 68, 73, 79–80
- Malthusian Trap, 3, 193n2
- Management issues, 190
- Manufacturability, 67f
- Marconi, Marchese Guglielmo, 4
- Masdar Institute of Science and Technology, 156–157
- Massachusetts Institute of Technology (MIT), 149–151, 153–154, 155, 156, 159, 165, 175
- Massive disruptions, 12–13
- Matrix approach, 112–113, 126–127
- Matter, 39
- Maxwell, James Clerk, 115
- Mayo Clinic, 175, 179
- Megacities, 205n17
- Mental helicopter, 47
- Mercury emissions, 19–20, 21f
- Meucci, Antonio, 3
- Microsoft, 139
- Military, the
- control theory use and, 115
  - engineering education, 148–149
  - operations research by, 107–108, 161–162
  - planes of, 79–80
  - radio used by, 75–77
- Miller, George A., 26
- Minitel, 89
- Moavenzadeh, Fred, 156
- Model-based systems engineering (MBSE), 104
- Modularity, 85, 93–94

- Moore, Gordon E., 18, 194n18  
 Moore's Law, 24  
 Morgan, Garrett A., 74  
 Morse, Philip, 107, 161, 162  
 Morse, Samuel F. B., 2, 3  
 Morse code, 75  
 Moses, Joel, 149, 175  
 Moynihan, Daniel Patrick, 9  
 Multiple collaborative systems, 139
- Nader, Ralph, 9–10  
 NASA, 115  
 National Academy of Engineering (NAE), 151, 169–170  
 National Science Foundation, 150  
 Natural resources, 10–11  
 Networks, 6–7  
   architectures, 52–55, 56f  
   graphs, 110–111  
   social, 142–143  
 New England Complex Systems Institute (NECSI), 110  
*New Kind of Science, A*, 112  
 Norwich University, 148
- Object Process-Diagram (OPD), 105–106  
 Object Process Methodology (OPM), 105, 106  
 Olds, Ransom, 5  
 O'Neill, Thomas P., 137  
 "On Governors," 115  
 Operability, 74–79  
 Operands, 40–41, 43  
 Operation, 85  
 Operations research (OR), 107–108, 161–163
- Partially designed, partially evolved systems  
   for electricity, 132–136  
   the Internet as, 138–141  
   for transportation, 136–138  
 Partridge, Alden B., 148  
 Pasteur, Louis, 3, 193n1  
 Peccei, Aurelio, 10  
 Perronet, Jean-Rodolphe, 147  
 Personal computers, 94–95  
 Pesticides, 9  
 Population growth, 3–4, 176, 205n17  
 Potočník, Herman, 4  
 Potts, William L., 74  
 Power outages, 13, 90–91  
 Preventive care, 80  
 Probabilistic project simulation, 117–118  
 Professional Air Traffic Controllers Organization (PATCO), 92  
 Public-private partnerships, 143–144
- Pupin, Mihajlo, 73  
 Purpose, system, 38–39
- QSL, 75–77  
 Quality, 66, 67–68  
   as an ility, 69–73  
   automobile, 70–72  
   telephone, 72–73  
 Queensland Institute of Technology, 155, 158
- Radio, 4, 75–77  
 Railroads, 6–7, 17  
   complexity of changing, 35  
 Ramo, Simon, 28  
 Reagan, Ronald, 89, 92  
 Real world existence of engineering systems, 36  
 Reconfigurability, 84  
 Redesign, 85  
 Reed, John, 179  
 Reliability, 67–68, 79–80, 84  
 Rensselaer Polytechnic Institute, 148  
 Repairability, 67f  
*Rescuing Prometheus*, 136  
 Resilience, 89–93  
 Resource allocations, 107–108  
 (Re)visioning perspective, 46–50, 108, 123–124, 168  
 Rework loop, 116–117  
 Risk/uncertainty/safety, 189  
 Robustness, 71–72, 84, 90  
 Roche, James, 10  
 Roosevelt, Franklin D., 27  
 Rutgers University, 159
- Safety  
   as an ility, 67–68, 73–74  
   automobile, 9–10, 66, 73–74, 81–82  
   chemical industry, 9  
 Salvucci, Fred, 136, 137  
 Santa Fe Institute (SFI), 110  
 Satellites, 4–5  
 Scalability, 85–87  
 Scale and scope, 50–51, 97–103  
   influence on engineering design, 124–129  
   long time, 141  
   matrix approach to, 126–127  
   Toyota Production System (TPS), 129–132  
 Schriever, Bernard, 28  
*Science, The Endless Frontier*, 27  
*Sciences of the Artificial, The*, 120  
 Scientific management, 118–119  
 Scope and scale, 50–51, 97–103  
 Self-interest, 119

- Selin, Noelle Eckley, 19–20  
 September 11, 2001 terrorist attacks, 12–13, 92, 93  
 Side effects, 65–66  
*Silent Spring*, 9, 81  
 Simon, Herbert A., 120  
 Simulated Annealing search algorithm, 103  
 Singapore University of Technology and Design (SUTD), 155–156  
 SINPO ratings, 75, 77  
 Skype, 12, 138, 140  
 Sloan, Alfred P., 5  
 Smith, Adam, 119  
 Social complexity, 58  
 Social networks, 142–143  
 Sociotechnical systems, 129–132  
   characteristics and future of large-scale, 141–145  
   future scenarios, 175–178  
 Software  
   large-scale sociotechnical design and, 141–142  
   legacy, 34  
 Standardization of electricity, 77–79  
 Stanford University, 155, 157–158  
 Statistical mechanics, 102–103  
 Stermann, John, 116  
 Stevens Institute of Technology, 155  
 Structure, system, 52–55, 56f, 109–113, 124  
 Subsystems, 25–26, 56  
 Success, engineering systems, 173–175  
 Suresh, Subra, 16  
 Sussman, Joseph, 138  
 Sustainability, 67  
   environmental, 176–177  
 Swiss Army knives, 84–85  
 System boundaries, 97–102  
 System dynamics (SD), 116–118  
 Systems engineering, 163–164, 203n35  
 Systems Modeling Language (SysML), 104, 106  
 Systems of systems, 13, 134  
   global, 181–183  
   multiple, 139  
 Systems thinking, 45–46, 190, see  
   (Re)visioning perspective  
   complex causality in, 58–62  
   function in, 51–52  
   integrated social complexity and, 58  
   limitations of terminology for, 46  
   scale and scope in, 50–51  
   structure in, 52–55, 56f  
   temporality in, 55–57  
   viewing angles in, 47, 48  
 System theories, 190–191  
 Taguchi, Genichi, 71  
 Taylor, Frederick Winslow, 118–119  
 TCP/IP, 53–54, 87–88  
 Telephones, 2, 3–5  
   engineering systems and, 17–18  
   quality, 72–73  
 Temporality, 55–57, 113–120, 124  
 Terminology, engineering systems, 186–187  
 Tesla, 132  
 Testability, 67f  
 Testing, systemwide, 144  
 Theories, systems, 190–191  
 Thermodynamics, 102–103  
 Threivithick, Richard, 2  
 Tipping points, 8  
 Toyoda, Kiichiro, 5  
 Toyoda, Sakichi, 5  
 Toyota, 5–6, 31, 71–72  
 Toyota Production System (TPS), 5–6, 119, 129–132, 200n11, 200n12. *See also*  
   Automobiles  
 Traffic jams, 8  
 Transforming process, 40–43  
 Transportation system, 2–3, 5–6.  
   engineering systems and, 16, 17  
   epoch of complex systems and, 28–30  
   Global Positioning System (GPS) and, 13, 15  
   networks and infrastructures, 5, 6–7  
   partially designed, partially evolved systems, 136–138  
   traffic jams and, 8  
 Transporting or distributing process, 40–43  
 Truman, Harry S., 27  
 Twitter, 138  
 Unified Modeling Language (UML), 104, 106  
 Unintended consequences, 8–12  
   massive disruptions as, 12–13  
 United Nations, 176  
 University of Virginia, 148  
*Unsafe at Any Speed*, 9  
 U.S. Department of Defense (DoD), 79–80, 87  
 U.S. Department of Energy (DOE), 179  
 U.S. Military Academy, 148  
 Usability, 68, 74–79  
 Viewing angles, 47, 48  
 Viewpoints, 49  
 VOIP, 12  
 Volta, Alessandro, 2  
 Von Sömmering, Samuel Thomas, 2  
 Watches, 23–27, 32, 194–195n4  
 Water shortages, 170–173

- Watson, Thomas, 4  
Watt, James, 124, 147  
*Wealth of Nations, The*, 119  
Webster, Mort, 168–169  
Westinghouse, 132, 133  
West Point, 148  
Wiener, Norbert, 115–116  
Wire, Lester, 73–74  
Wladawsky-Berger, Irving, 173–174, 179  
Wolfram, Stephen, 112  
World War II. *See* Military, the  
World Wide Web, 12, 36, 57, 82–83,  
139–140, 178  
Yale University, 148