

**ME402**  
**Assessment: “Unit 2 Discussion Questions”**  
**Answer Key**

1. According to MIT Professor Cutcher-Gershenfeld, “Becoming ‘lean’ is a process of eliminating waste with the goal of creating value.”<sup>1</sup>
2. The key features of the lean enterprise mindset include the following:
  - Customer “pull”
  - Flow of value
  - Flexible response
  - Prevention
  - Knowledge-driven
  - Integration
  - Continuous improvement
3. The mental model of lean thinking includes the following:
  - Specify “value”
  - Identify the “value stream”
  - Make value “flow” continuously
  - Let customers “pull” value
  - Pursue “perfection”
4. According to Wikipedia, the major steps of the Analytic Hierarchy Process are these:
  - a. Model the problem as a hierarchy containing the decision goal, the alternatives for reaching it, and the criteria for evaluating the alternatives.
  - b. Establish priorities among the elements of the hierarchy by making a series of judgments based on pairwise comparisons of the elements.
  - c. Synthesize these judgments to yield a set of overall priorities for the hierarchy.
  - d. Check the consistency of the judgments.
  - e. Come to a final decision based on the results of this process
5. Value is defined as the capability provided to a customer at the right time at an appropriate price, as defined in each case by the customer.<sup>2</sup>
6. A value stream is defined in lean thinking as the set of all the “specific activities required to design, order, and provide a specific product, from concept to launch, order to delivery, and raw materials into the hands of the customer.”<sup>3</sup>

<sup>1</sup> Joel Cutcher-Gershenfeld, Lecture Notes on “Lean Thinking,” 2004, <http://ocw.mit.edu/courses/engineering-systems-division/esd-60-lean-six-sigma-processes-summer-2004/lecture-notes/>.

<sup>2</sup> J. P. Womack and D. T. Jones, *Lean Thinking* (New York: Simon & Schuster, 1996).

<sup>3</sup> Ibid.