Read Chp. 2, pp. 81-111.

**Chapter 2 Discussion Questions:**

1. Pick two of the problems identified at the beginning of the chapter. Compare these problems in terms of their root causes. How are these problems related? What are their underlying sources?

2. Consider Exhibit 2-1. What explains the curves depicted in the exhibit? Why is management’s ability to influence a project high at the outset of the project and low later on? Why might management’s activity profile be low at the early stage of a project but high later on?

3. A firm’s technology and product/market strategies apparently play a key role in focusing development efforts on projects that will accomplish a clear set of development goals and objectives. In what way does technology strategy or product/market strategy focus development efforts? What are the key choices in technology and product/market strategy that provide such focus?

4. What are the key elements of Honda’s development strategy? What is your evaluation of those elements in light of the framework developed in this chapter?