Read Chp. 6, pp.363-395.

Chapter 6 Discussion Questions:
1. Consider the basic elements of the development framework outlined in Exhibit 6-1. What are the important interactions among these elements? For example, will the firm’s approach to senior management review and control interact strongly with its approach to real time/mid-course corrections? What are the sources of these interactions?

2. In explaining the performance of the MEI 2010 project, where would you place the primary emphasis: on the project was organization, the front end of the process, or the role of senior management? What seems to be most important? Why?

3. Compare the approaches to development depicted in Exhibit 6-4 for Kodak and Motorola. What are the strengths of the Kodak system? Would the Motorola approach work for Kodak? Why or why not? Would the Kodak process work at Motorola?

4. What are the key mechanisms used in the four companies depicted in Exhibit 6-4 for achieving customer focus? Are they appropriate given the context in which they work? Is one likely to be more effective than the others?