

Part 12

No. 1



C.O.S.T ENGINEERING™

„Design and Marketing of Rockets“

Lecture Series given by Dr.-Ing. Robert Alexander Goehlich



- Part 12: Special 1: Improve Space Organizational Effectiveness -

Content

No. 2



- **General**
- **Effectiveness**
 - Working in Effective Teams
 - Human Resource Management
 - Effect of Technologies on Today's Job
 - Decision-making
 - Self-motivation
 - Negotiation
- **Definition**
 - Cost Engineering Practice
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General Contact

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General Goal of Today's Lecture

No. 4

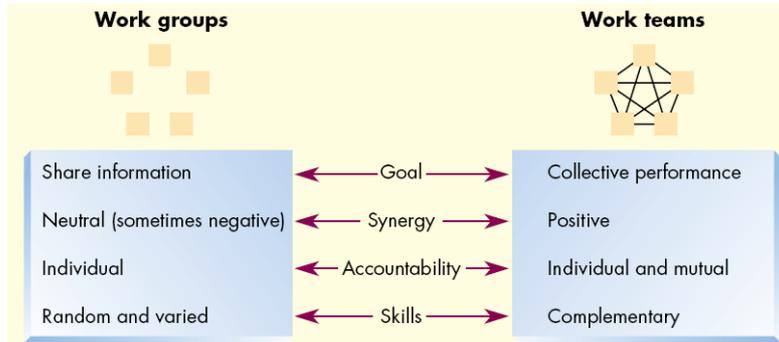


*„You will learn about how to improve space organizational effectiveness
by various class exercises.“*

Working in Effective Teams

Groups versus Teams

No. 5



A group that interacts primarily to share information and to make decisions to help each other perform within his or her area of responsibility.

A group whose individual efforts result in a performance that is greater than the sum of those individual inputs.

(Robbins)

Example: Astronauts learn how to make decisions that benefit the entire team.

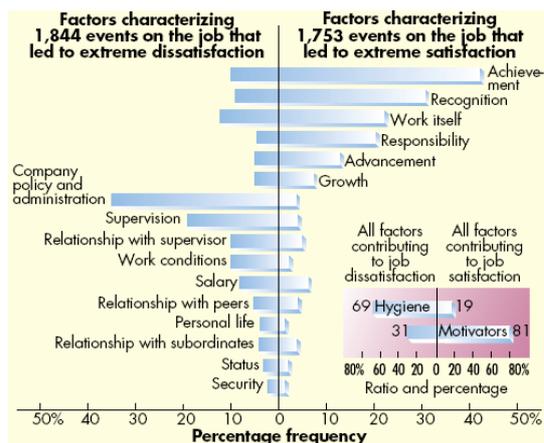
Human Resource Management

Comparison of Satisfiers and Dissatisfiers No. 6

➤ Intrinsic factors (achievement, recognition, work itself, etc.) are related to job satisfaction.

➤ Extrinsic factors (administration, relationship with supervisor, salary, etc.) are associated with dissatisfaction.

➤ The opposite of "Satisfaction" is "No satisfaction", while the opposite of "Dissatisfaction" is "No Dissatisfaction".



Example: ?

(F. Herzberg, Harvard Business Review)

Effect of Technologies on Today's Job

Hierarchy of Channel Richness

No. 7

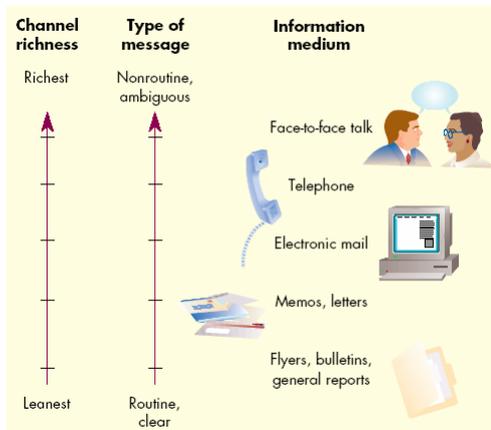


Channels differ in their capacity to convey information. Some are rich in that they have the ability to:

1. handle multiple cues simultaneously,
2. facilitate rapid feedback, and
3. be very personal.

Example:

Arco Chemical uses rapid communication as a key to customer excellence.



(Robbins)

Decision-making

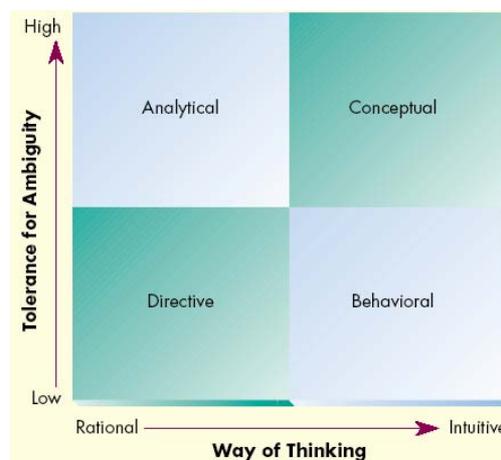
Decision Style Model

No. 8



Careful decision makers with the ability to cope with new situations.

Make decisions with minimal information and with few alternatives assessed.



They are very broad in their outlook and consider many alternatives.

They are concerned with the achievement of peers and are receptive to suggestions from others.

Example: ?

(A. Rowe, J. Boulgarides)

Self-motivation

What is motivation?

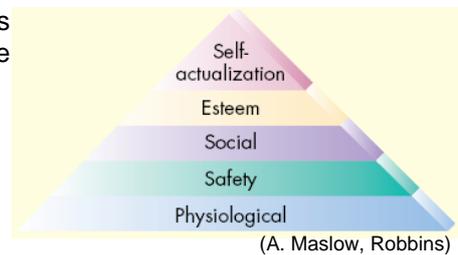
No. 9



An unsatisfied need creates tension that stimulates drives. They generate a search behavior to find particular goals that, if attained, will satisfy the need and lead to the reduction of tension.

There is a hierarchy of needs and as each need is substantially satisfied, the next need becomes dominant.

Example: ?



Negotiation

Distributive versus Integrative Bargaining

No. 10

Bargaining Characteristic	Distributive Bargaining	Integrative Bargaining
Available resources	Fixed amount of resources to be divided	Variable amount of resources to be divided
Primary motivations	I win, you lose	I win, you win
Primary interests	Opposed to each other	Convergent or congruent with each other
Focus of relationships	Short term	Long term
	Example: Buying a car	Example: Guarantee
	Any gain the customer makes is at the seller's expense and vice versa.	Ensure payment by bank if the bill is not paid.

(R. Lewicki, J. Litterer)

Working with Others

No. 11



Learning by doing...

