

Session 2 Cases

- Kodak's New Focus
- Managing Kuwait Oil Fields
Reconstruction Projects
- Total Quality Management and Project
Management

SYNOPSIS

This case describes the strategic management change at Kodak and the subsequent changes in the company. The new CEO, George Fisher, wanted to make many changes at Kodak to keep the company competitive and powerful. These changes included: moving into new markets, selling off some businesses, developing new products, and changing corporate culture. The case describes the project of making these changes and the challenges involved. It also describes management and the management of large projects from a corporate perspective.

LEARNING OBJECTIVES - "KODAK'S NEW FOCUS"

In discussing this case, participants should gain a better understanding of:

- the importance of recognizing a corporation's culture
- the challenges of a change in leadership
- the importance of a mission and clear vision when taking on a project
- the differences in management style
- the strategic management of an enterprise

Discussion Point

- Kodak's new focus can be stated as:
Quality, customer needs, and shorter product development to reduce costs and create a more dynamic corporate culture.
- How could Kodak CEO Fisher find some of the project management principles such as the use of interdisciplinary teams helpful?