1. Reference: “Lewis Spacecraft Mission Failure Investigation Board Final Report”, 12 February 1998, <http://spacese.spacegrant.org/Failure%20Reports/Lewis_MIB_2-98.pdf>

Review the Lewis Spacecraft Mission Failure Investigation Board Final Report.

Prepare to discuss (do not turn this in):

What did they do regarding organizational structure and teams? What considerations were part of the decisions? What important factors might have been omitted? How well did the organization work as a system to accomplish the program objectives? What were some risk areas in the organization, and how were these mitigated by other program elements? What might you do differently in designing the organization and teams? Why?

2. Prepare to discuss (do not turn this in): Read Tony Hughes’ analysis [with HW15 and also with Lecture 15] of Qantas Captain Richard de Crespigny’s handling of flight QF32 and identify leadership behaviors that go beyond the technical aspects of piloting an A380 commercial aircraft.

3. For your selected case study, submit a draft of your “Control” section (see Syllabus).

Control the System

* + Define a *control plan* for implementing *and monitoring* the improvement. Identify control mechanisms for implementing the improvement and monitoring effectiveness. Tell what you check, and who does what if the monitoring detects the process going out of control
  + Define the required or expected progress of specific measures that will be used to determine success and control implementation (e.g., TPMs or process measures and their associated plans)
  + Identify any additional organizational improvements to ensure success (e.g., process definition or changes, training, additional computer-based tools, additional measurements)