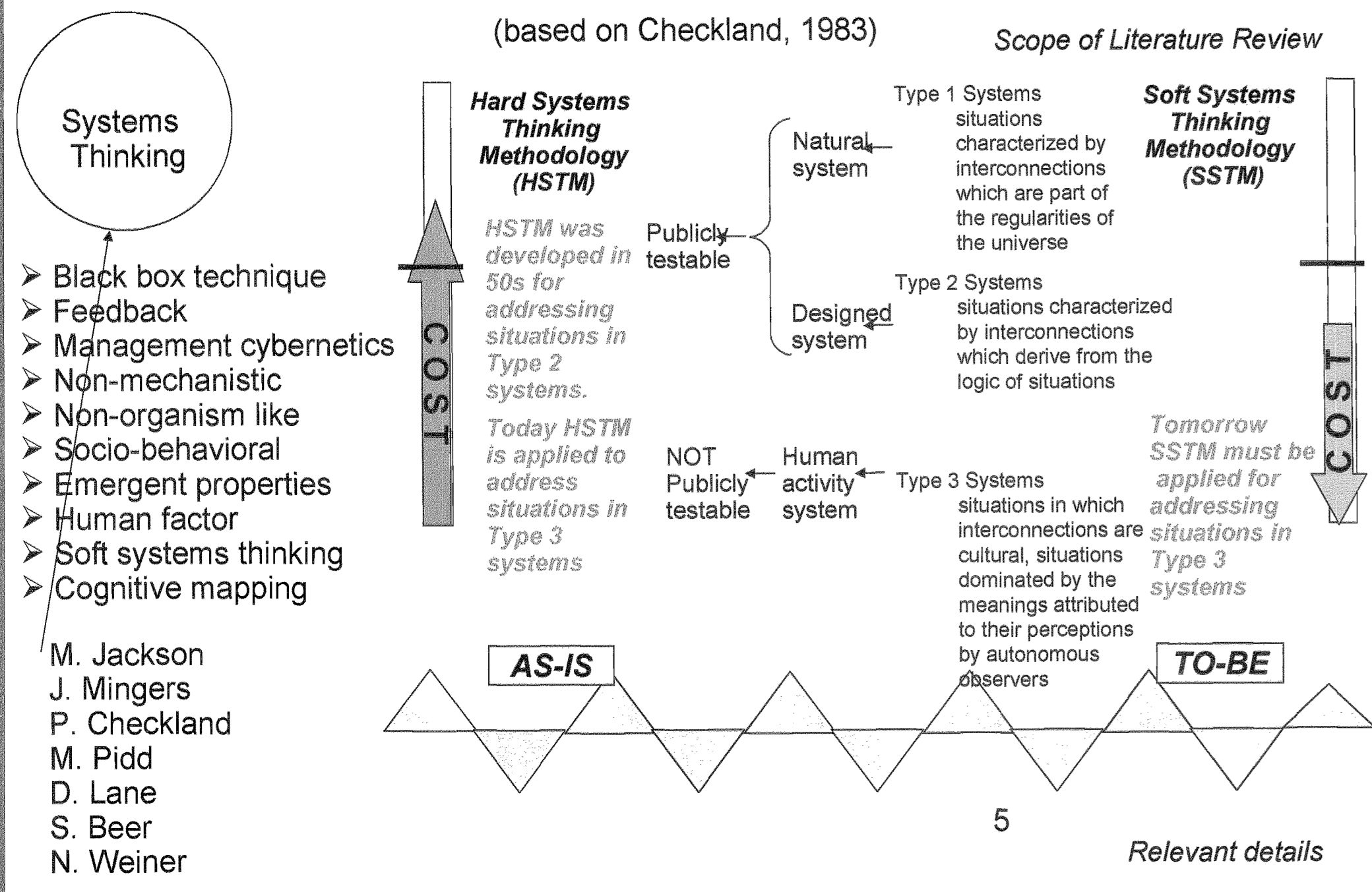


Client	A cook book		Temporary recommendations		Recommendations		Standards	
Company-internal	45%	45%	45%	45%	45%	45%	45%	45%
Industry-internal	45%	45%	45%	45%	45%	45%	45%	45%
World-wide external	45%	45%	45%	45%	45%	45%	45%	45%
A cook book	45%	45%	45%	45%	45%	45%	45%	45%
Temporary recommendations	45%	45%	45%	45%	45%	45%	45%	45%
Recommendations	45%	45%	45%	45%	45%	45%	45%	45%
Standards	45%	45%	45%	45%	45%	45%	45%	45%

# ASNE Day 2012 Naval Warfare - Critical Engineering Challenges

Student of Doctor of Business Administration (DBA) Program: Tatyana Ishtutkina  
University of Strathclyde, Glasgow

## Research Questions: Systems Thinking Element



## Why US Shipbuilding?

Major influence to the adjacent industries:

- with feedback (positive potential)
- without feedback (negative potential)

### Potential

- positive potential as indicator for action and dissolution
- negative potential as a loss of positive energy and a change in polarization through an appearance of anti-energy
- loss of positive energy = loss of feedback
- anti-energy
- corruption
- globalization
- interaction between political parties in the country

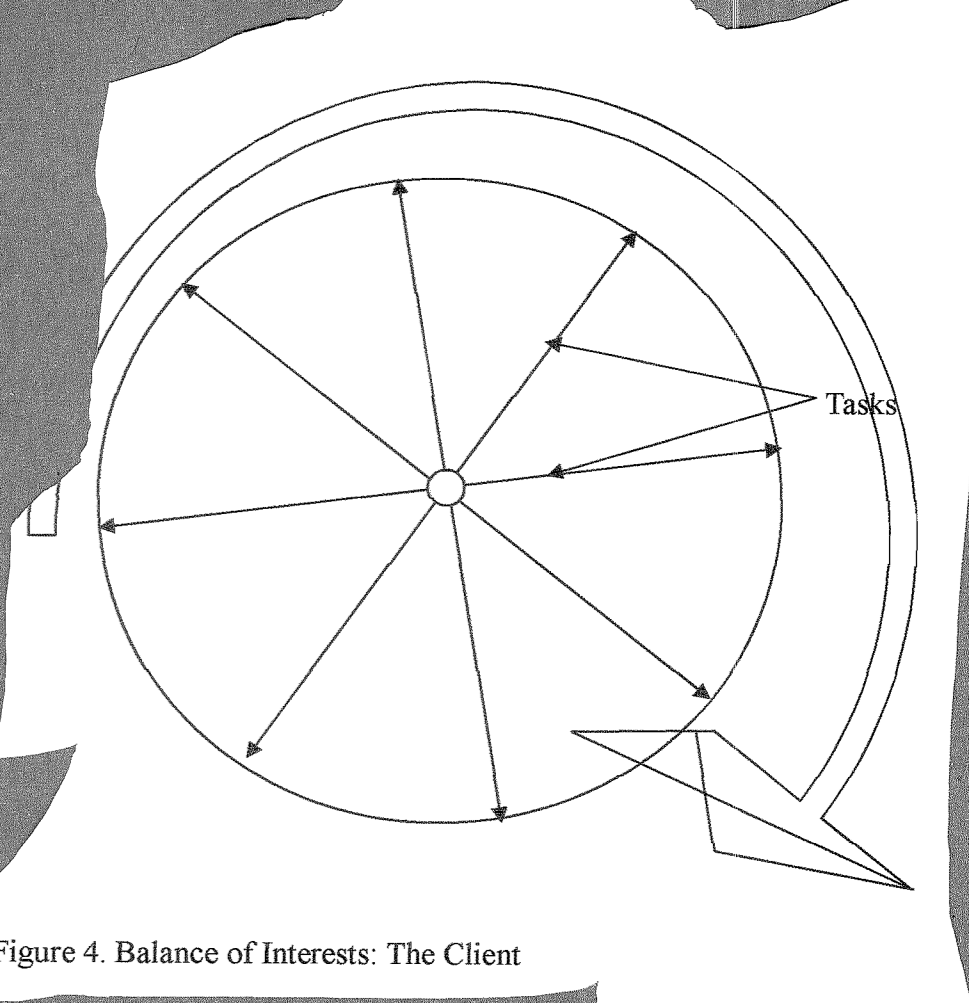
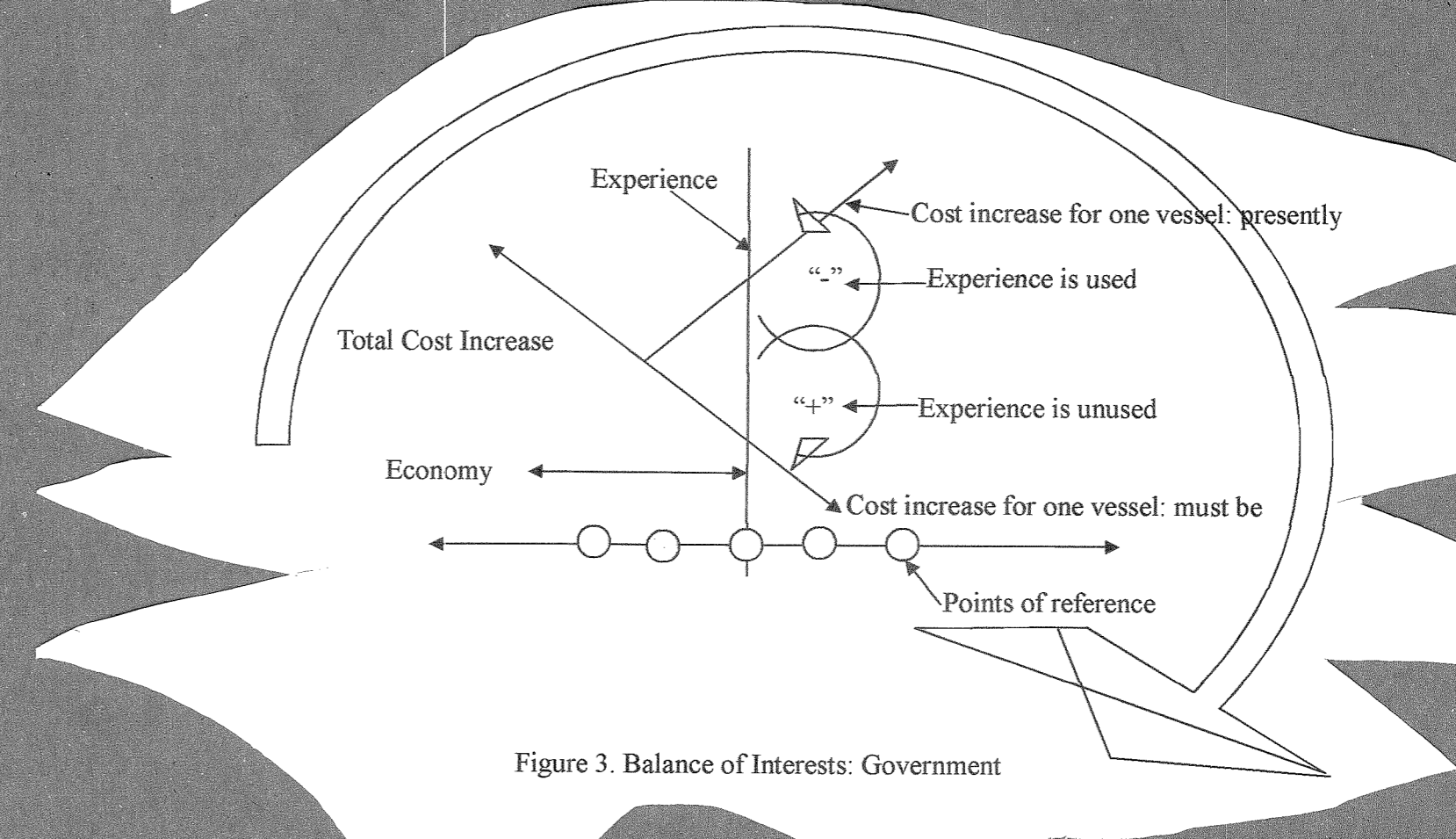
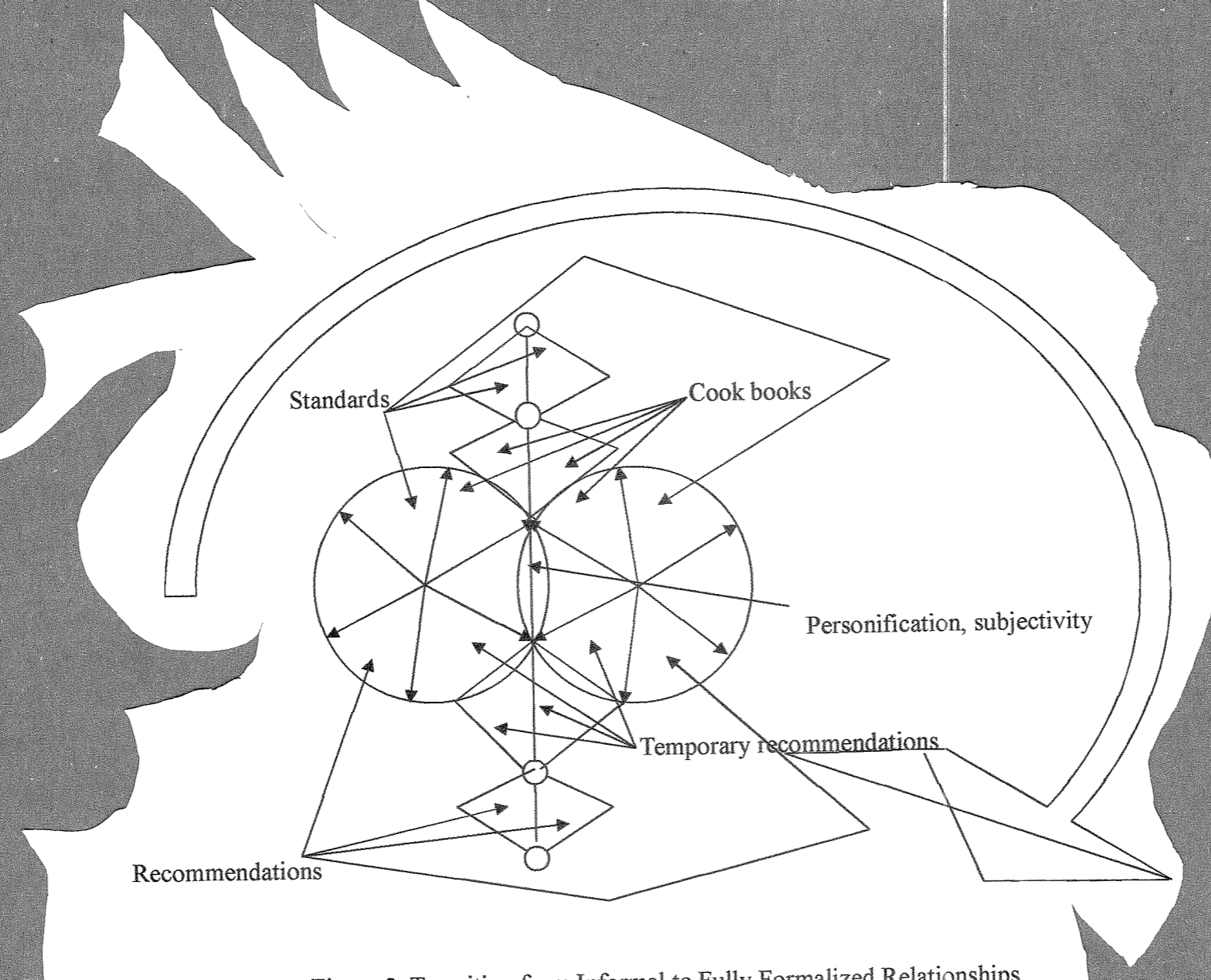
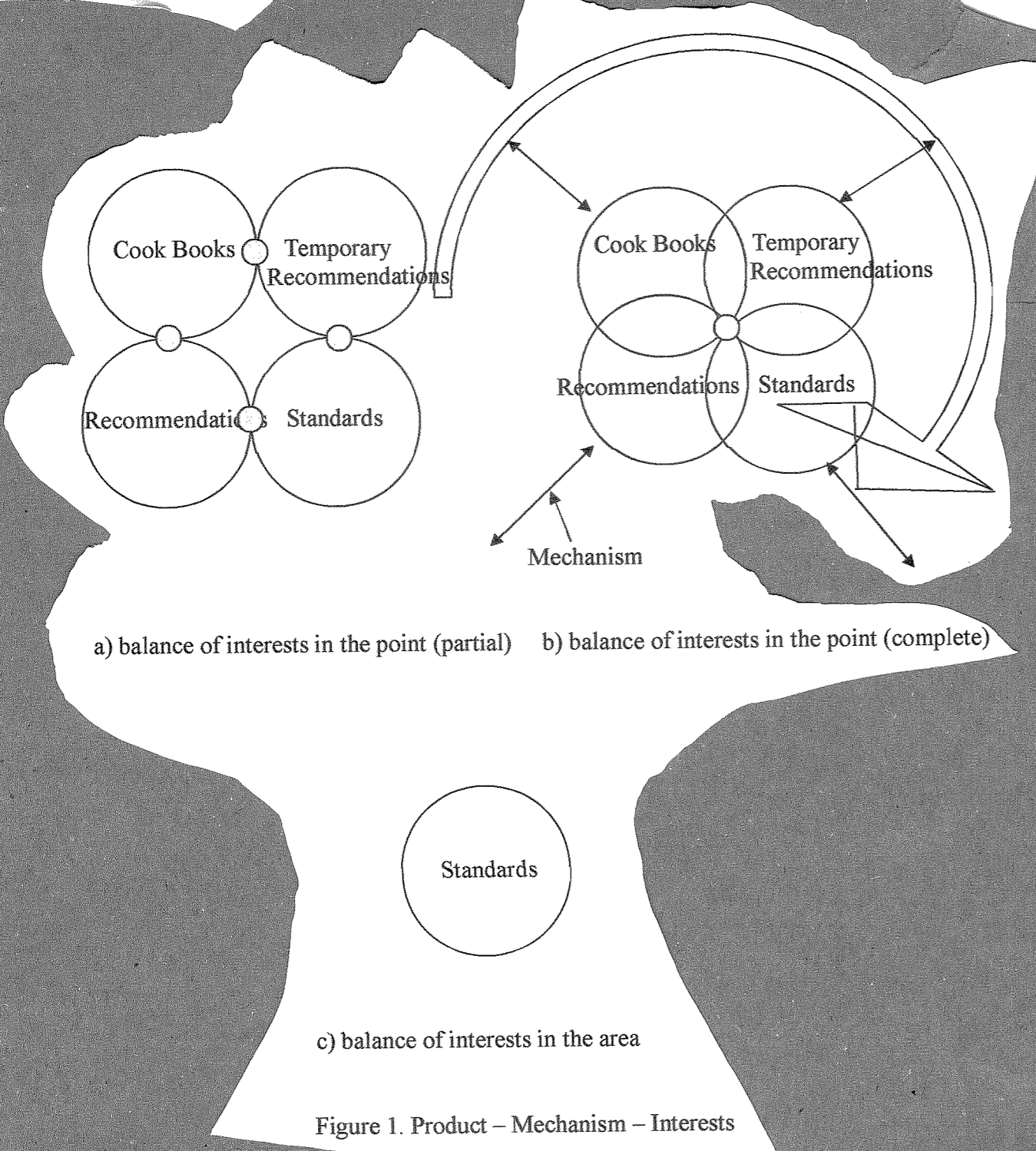
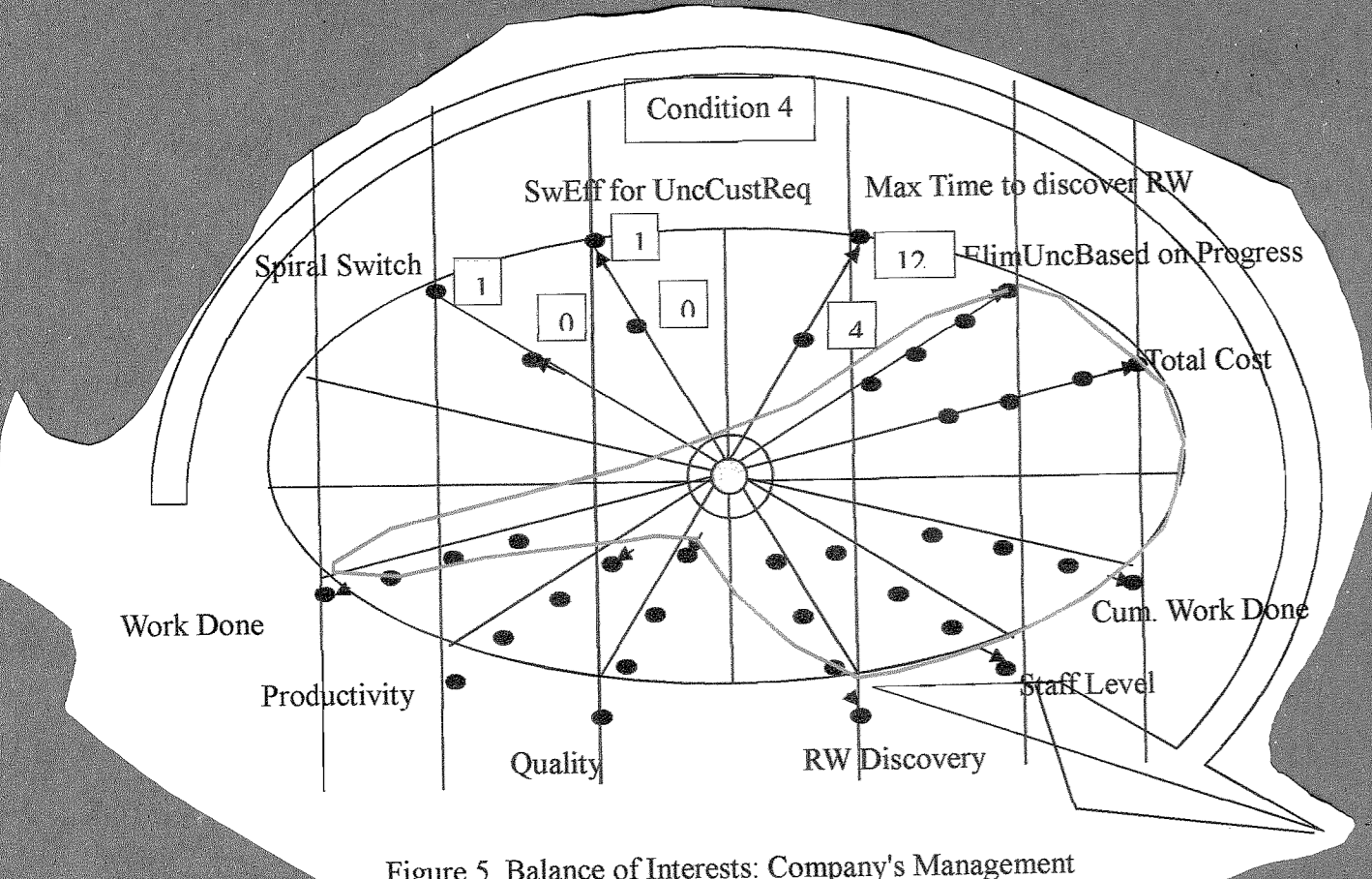
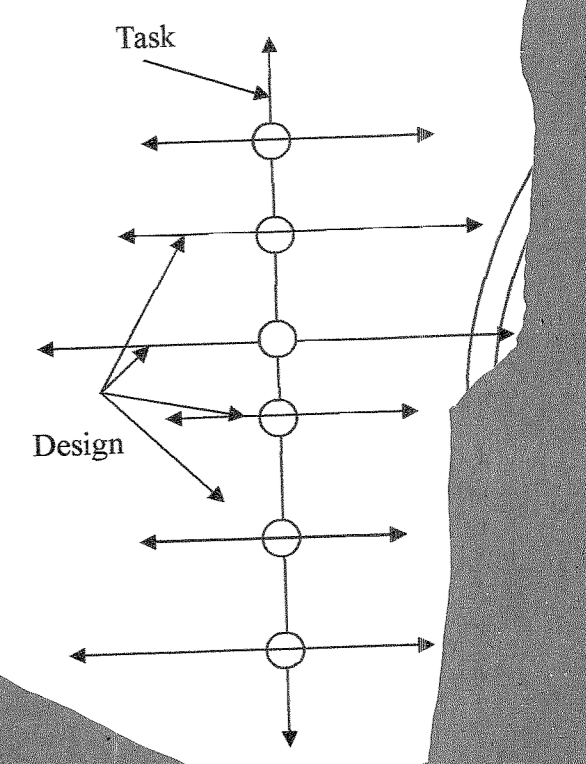
- global scale

3

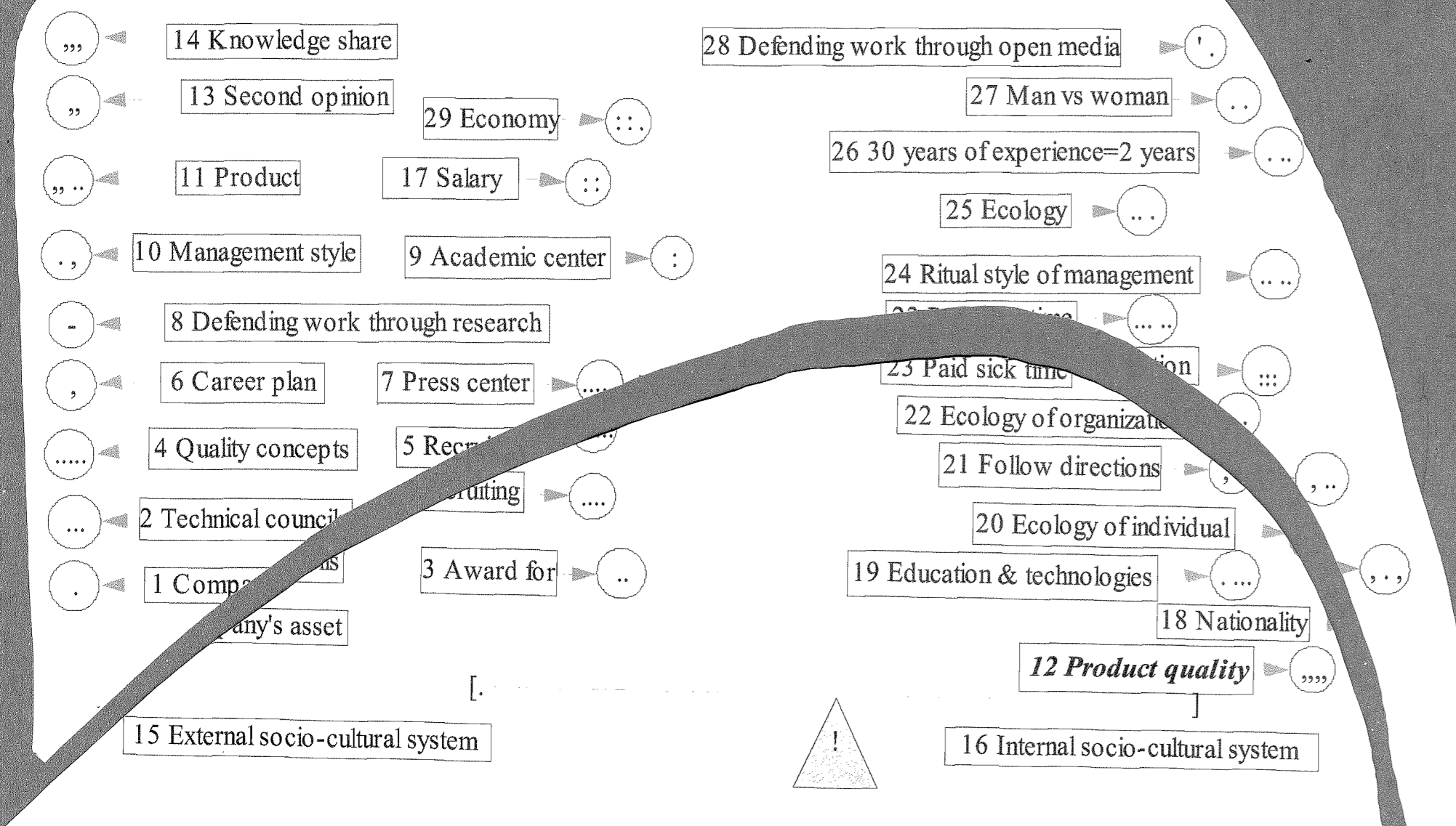
Government	A cook book		Temporary recommendations		Recommendations		Standards	
Company-internal	10%	0%	0%	80%	0%	0%	0%	0%
Industry-internal	0%	0%	20%	0%	10%	0%	0%	0%
World-wide external	0%	0%	10%	5%	0%	0%	0%	0%
A cook book	0%	40%	0%	0%	0%	0%	0%	0%
Temporary recommendations	0%	0%	30%	0%	0%	0%	0%	0%
Recommendations	5%	0%	0%	0%	30%	0%	40%	0%
Standards	0%	0%	0%	0%	0%	0%	0%	0%

## Examination of Quality Concepts and Their Value: Developing the Ground for a Better Convergence between Quality Management and Systems Thinking in the US Shipbuilding

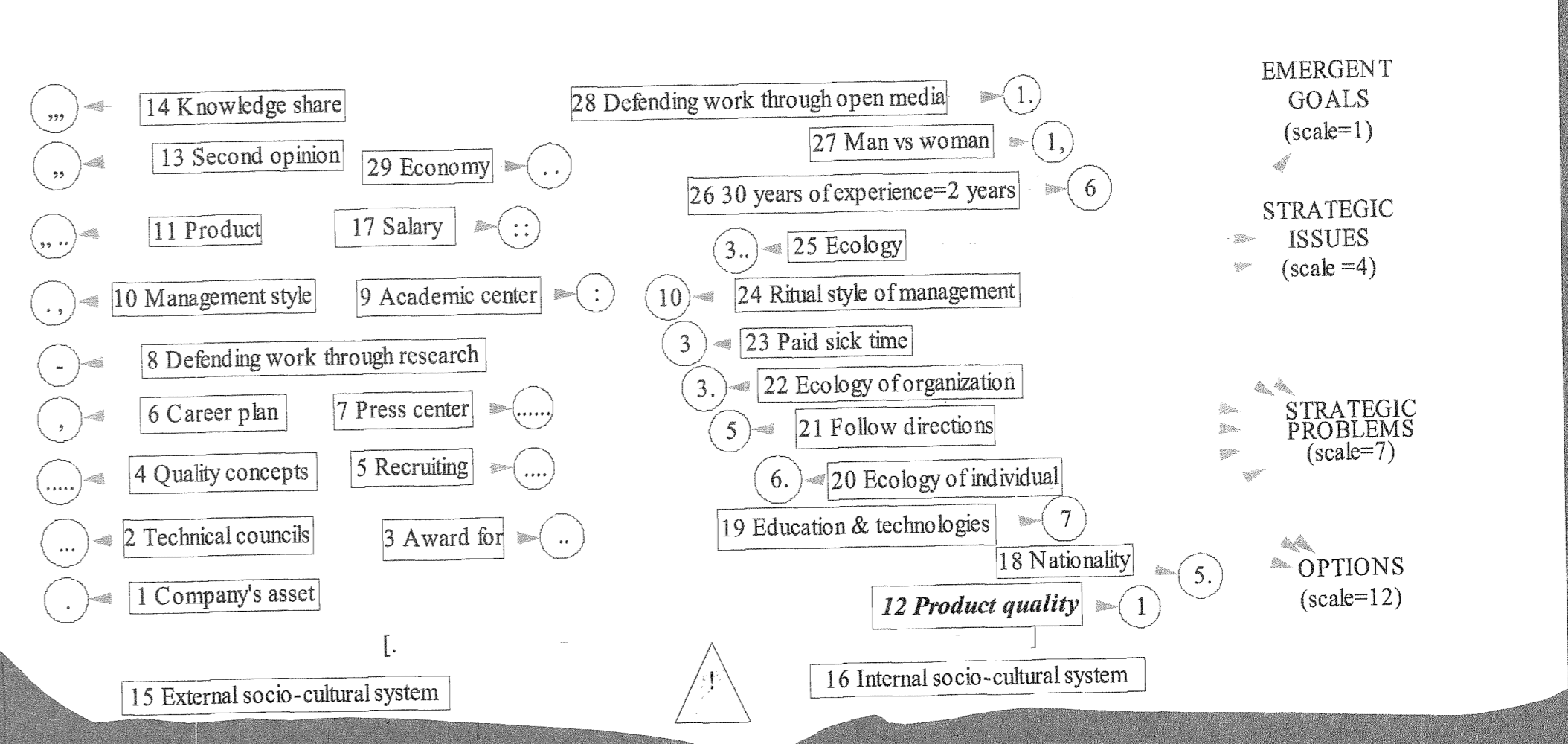
Company Management	A cook book		Temporary recommendations		Recommendations		Standards	
Company-internal	100%	100%	100%	100%	100%	100%	100%	100%
Industry-internal	100%	100%	100%	100%	100%	100%	100%	100%
World-wide external	100%	100%	100%	100%	100%	100%	100%	100%
A cook book	100%	100%	100%	100%	100%	100%	100%	100%
Temporary recommendations	100%	100%	100%	100%	100%	100%	100%	100%
Recommendations	100%	100%	100%	100%	100%	100%	100%	100%
Standards	100%	100%	100%	100%	100%	100%	100%	100%



## Decision making with the analytic hierarchy process



## Decision making with the analytic hierarchy process - cont'd



## Strategic Model for the Shipbuilding Industry: Strategies of Cost Leadership, Differentiation and Concentration

Tatyana Ishtutkina: Centre for Innovational Development SCHWIPAR

SCHWIPAR is a business community, bringing together technical - implementational knowledge, development of innovational technologies and creative associations of representatives from academia, the government and the Customer

Consultant part is supported by Worcester Polytechnic Institute

part is supported by Massachusetts Institute of Technology

## Decision making with the analytic hierarchy process - cont'd

