

MB 301
ENTREPRENEURSHIP &
PROJECT MANAGEMENT

LECTURE 11&12

TRIZ (Theory of Inventive Problem Solving), Achievement motivation theory of entrepreneurship – Theory of McClelland

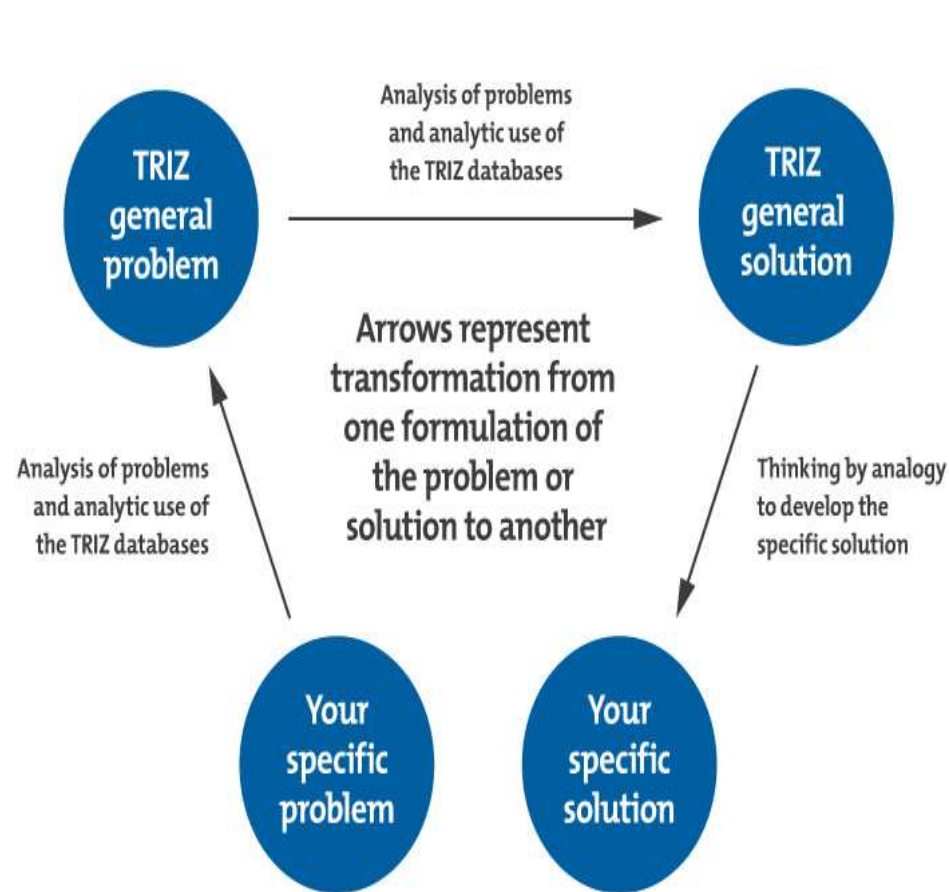
TRIZ(THEORY OF INVENTIVE PROBLEM SOLVING)

- ❖ TRIZ (pronounced "trees") was started in Russia by Genrich Altshuller.
- ❖ It involves a technique for problem solving created by observing the commonalities in solutions discovered in the past.
- ❖ TRIZ operates on the idea that someone, somewhere, likely came up with a solution for the challenge you currently face or something similar. Moto of TRIZ is that contradictions should not be accepted, but rather resolved.
- ❖ This theory developed on a foundation of extensive research covering hundreds of thousands of inventions across many different fields to produce a theory which defines generalizable patterns in the nature of inventive solutions and the distinguishing characteristics of the problems that these inventions have overcome.
- ❖ TRIZ includes a practical methodology, tool sets, a knowledge base, and model-based technology for generating innovative solutions for problem solving.

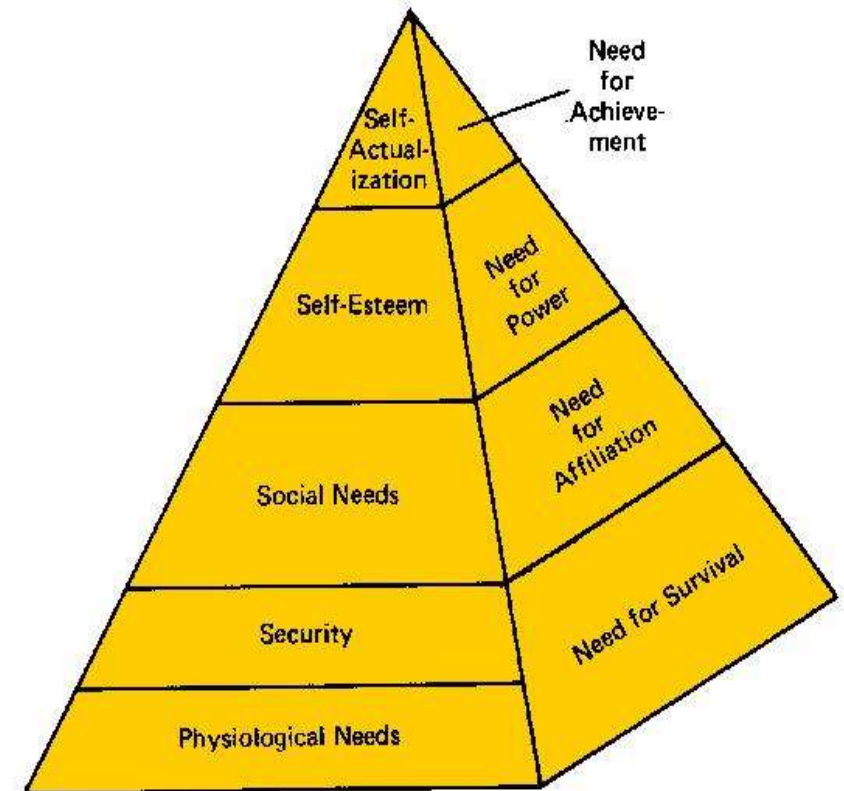
TRIZ(THEORY OF INVENTIVE PROBLEM SOLVING)

- ❖ Altshuller found that almost every invention falls into one of 40 categories. Each is an area where invention and innovation took place.
- ❖ TRIZ allows project teams to globalize an issue and find examples of how people have solved similar challenges without reinventing the wheel.
- ❖ TRIZ translates problems from the specific to the generic.
- ❖ Altshuller found that:
 - Problems and solutions repeat across industries and sciences.**
 - Patterns of technical evolution repeat across industries and sciences.**
 - Innovations used scientific effects outside the field where they were developed.**
- ❖ One of the basic TRIZ concepts is that at the heart of some inventive problems lie contradictions between two or more elements. Example: *a more powerful engine that is lighter* .

TRIZ (THEORY OF INVENTIVE PROBLEM SOLVING)



ACHIEVEMENT MOTIVATION THEORY OF ENTREPRENEURSHIP – THEORY OF MCCLELLAND



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McClelland's Needs:

- ❖ **Achievement Motivation (nACH)** - Those with a high need for achievement are attracted to situations offering personal accountability; set challenging, yet attainable, goals for themselves; and desire performance feedback.
- ❖ **Authority/Power Motivation (nPOW)** - Individuals with a need for authority and power desire to influence others, but do not demonstrate a need to simply have control. These individuals possess motivation and the need to increase personal status and prestige.
- ❖ **Affiliation Motivation (nAFF)** - Those with a need for affiliation value building strong relationships, admire belonging to groups or organizations, and are sensitive to the needs of others. This type of person is a team player and wants to be respected and liked.

According to McClelland, most people possess and portray a mixture of these characteristics. Some people display a strong bias toward a particular motivational need which, in return, influences their behavior and influences their working/management style.

ACHIEVEMENT MOTIVATION THEORY OF ENTREPRENEURSHIP – THEORY OF MCCLELLAND



- TILL WE MEET AGAIN IN THE NEXT CLASS.....

