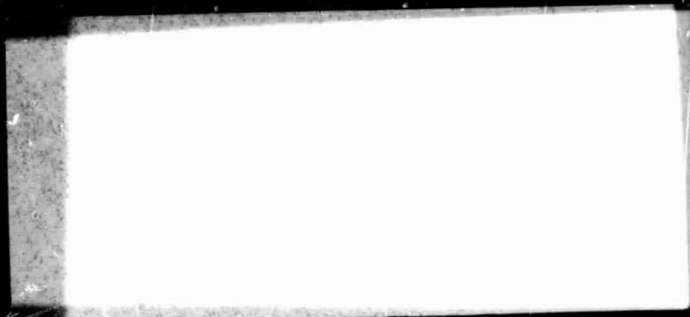


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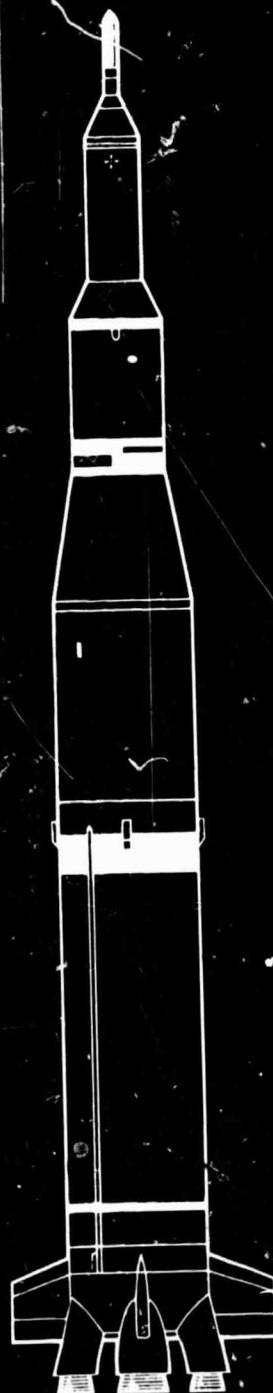


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MULTIDISCIPLINARY STUDIES IN MANAGEMENT AND  
DEVELOPMENT PROGRAMS IN THE PUBLIC SECTOR

Grant No. NGL 33-022-090

SYRACUSE UNIVERSITY  
December 1969

Prof. Martin E. Barzelay  
Principal Investigator

## INTRODUCTION

The documents produced by the Syracuse/NASA Program resulted from studies supported by a grant from the National Aeronautics and Space Administration to Syracuse University. They were prepared by professors and graduate students from the following fields: business administration, engineering, journalism, law, political science, and sociology.

The documents include the following classifications:

1. Working Papers (WP) which are developed as interim reports of concepts associated with the specified project. These papers are exploratory in nature and serve as a focus for discussion and are subject to further refinement as the research program progresses.
2. Occasional Papers (OP) which are developed in areas not directly related to the project, but which cover topics of interest to the investigators which are generated through participation in the research project.
3. Reports (R) which are unpublished documents submitted to NASA and other interested parties which represent the final results in particular areas of inquiry in the research project.
4. Theses and Dissertations (TD) which are the unpublished results of the research efforts of graduate students associated with the project and which represent the writing requirements of their degree programs.
5. Publications (P) which are articles, books, and monographs published by professional journals, commercial publishers, or the University.

These publications are available from the Syracuse/NASA Program, 133 Stadium Place, Syracuse, New York 13210, at a rate of 10¢ per page. Please make check payable to Syracuse University.

Following is a brief description of the major research projects which have been undertaken. Further details may be found in the Semi-Annual Progress Reports for Grant No. NGL 33-022-090, which are available on request.

Role of the Project Manager (Series 6223). The study of NASA planning and control systems and of the role of the project manager in NASA.

Regulations in Space (Series 6224). Studies of new legal issues arising from the space program.

NASA/Business Relations (Series 6225). An examination of the financial and managerial effects of NASA technological innovation on small and medium-sized business.

Non-Economic Criteria for Project Evaluation (Series 6226).  
Development of a rationale for the use of non-economic criteria in the evaluation of proposed satellite application projects.

Exposition and Real Time Decision Making (Series 6227). An analysis of characteristics of written exposition of complex topics which make for immediate understanding.

Case Studies (Series 6222) of NASA decisions that are presently being made, such as the post-Apollo space program and the program of weather modification. (Publications in preparation, but not currently available.)

Miscellaneous Research (Series 6230)

# ROLE OF THE PROJECT MANAGER

| Publication Number | Title, Author, Date                                                                                                                                             |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6223-WP-1          | "The Role of the Project Manager and Management Systems in the Management of the Apollo Program," Richard J. Hopeman and David L. Wilemon, December 1968. 10 p. |
| 6223-WP-2          | "Systems Analysis and Management," Richard J. Hopeman, December 1968. 49 p.                                                                                     |
| 6223-WP-3          | "The Spectrum of Project Management," John P. Cicero, December, 1968. 13 p.                                                                                     |
| 6223-WP-4          | "The Apollo Project Manager - Contractor Interface " Eugene E. Drucker, October, 1969. 17 p.                                                                    |
| 6223-WP-5          | "Project Management Authority: Some Preliminary Insights," David L. Wilemon, December, 1968. 29 p.                                                              |
| 6223-WP-6          | "A Concept of Project Authority," John P. Cicero, March, 1969. 24 p.                                                                                            |
| 6223-WP-7          | "A Concept of Project Authority: The NASA/Apollo Programmatic Environment," John P. Cicero and David L. Wilemon, June, 1969. 42 p.                              |
| 6223-WP-8          | "NASA and the Apollo Program," William Pooler and Alphonse Sallett, July, 1969. 24 p.                                                                           |
| 6223-WP-9          | "Project Management: A New Dimension in Complex Task Management," David L. Wilemon, July, 1969. 43 p.                                                           |
| 6223-WP-10         | "The NASA Scheduling System: Scheduling in the Apollo Program," (Part 1 of 6), R. J. Hopeman, July, 1969. 34 p.                                                 |
| 6223-WP-11         | "The NASA Scheduling System: Scheduling in Project Management," (Part 2 of 6), R. J. Hopeman, August, 1969. 28 p.                                               |
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| 6223-WP-20                | "Project Management and the Organization, Part I," Henry J. Anna and H. George Frederickson, August, 1969. 66 p.                                  |
| 6223-WP-21                | "Project Management as a Transferable Management System," David L. Wilemon, September, 1969. 24 p.                                                |
| 6223-WP-22                | "Project Management and the Organization, Part II," Henry J. Anna and H. George Frederickson, October, 1969. 51 p.                                |
| 6223-OP-1                 | "The College of Business Administration - Circa 1985," Richard J. Hopeman, October, 1968. 17 p.                                                   |
| 6223-OP-2                 | "Reflections on Interdisciplinary Research," Richard J. Hopeman and David L. Wilemon, April, 1969. 22 p.                                          |
| 6223-OP-3                 | "Interdisciplinary Research in a University," Bernard D. Wood, April, 1969. 12 p.                                                                 |
| 6223-OP-4                 | "Managing Product Development Systems: A Project Management Approach," David L. Wilemon, July, 1969. 29 p.                                        |
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REGULATIONS IN SPACE

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NASA/BUSINESS RELATIONS

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| 6225-WP-4       | "Technological Data Transfer and Dissemination at Niagara Mohawk Power Corporation," Staff, April, 1969. 42 p.                                                                                               |
| 6225-WP-5       | "Technological Data Transfer Within the Morris Machine Works Company," Staff, May, 1969. 10 p.                                                                                                               |
| 6225-WP-6       | "Technological Data Transfer Within the O. M. Edwards Co.," Staff, June, 1969. 20 p.                                                                                                                         |
| 6225-WP-7       | "Transfer of Technology at Bristol Laboratories," Gerald E. Bocian, June, 1969. 33 p.<br>(Temporarily not available for circulation.)                                                                        |
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NON-ECONOMIC CRITERIA FOR PROJECT EVALUATION

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MISCELLANEOUS RESEARCH

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| 6230-WP-1 | "Public Administration and Science Technology," W. Henry Lambright, September, 1969. 29 p.<br>(General problems in the field of Public Administration and Science and Technology, particularly dealing with weather modification.)                                                                                                                                                                                                                            |
| 6230-OP-1 | "Bibliographical Reference of Accuracy of Cost Information for Decision Making," Mohamed Onsi, September, 1969. 43 p. (Examination of the literature in economics, engineering, quantitative analysis, and business to evaluate the theoretical development of the topic of accuracy of cost estimation for decision making as discussed by the academicians and professionals in these areas. The results showed the interdisciplinary nature of the topic.) |