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**PROGRAM/PROJECT MANAGEMENT  
RESOURCE LISTS**

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(NASA-TM-109268) PROGRAM/PROJECT  
MANAGEMENT RESOURCE LISTS (NASA)  
63 p

N94-13107

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**NASA Headquarters Library  
October 1993**

## **PREFACE**

The Program/Project Management Collection at NASA Headquarters Library is part of a larger initiative by the Training and Development Division, Code FT, NASA Headquarters. The collection is being developed to support the Program/Project Management Initiative which includes the training of NASA managers. These PPM Resource Lists have proven to be a useful method of informing NASA employees nationwide about the subject coverage of the library collection.

All resources included on the lists are available at or through NASA Headquarters Library. NASA employees at other Centers may request listed books through interlibrary loan, and listed articles by contacting me by phone, mail, or e-mail. If you are interested in project management subjects not yet covered by a PPM Resource List please call me, and a list can be compiled rather quickly.

Please contact me if you any further questions about the PPM Collection.

Jeffrey Michaels  
Program/Project Management Librarian  
NASA Headquarters Library  
300 E St., SW  
Washington, D.C. 20546  
(202) 358-0172

NASAMAIL: JAMICHAELS  
Internet: JMICHAEL@NHQVAX.HQ.NASA.GOV

## PROJECT MANAGEMENT RESOURCE LISTS

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #1

PROJECT MANAGEMENT INTRODUCTORY TEXTS  
July 1992

Provided by the Code FT Program/Project Management Librarian  
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Introduction

The following titles are available in the Program/Project Management Collection at NASA Headquarters Library. This list represents but a sampling of the PPM collection which covers all aspects of project management, including many that also deal with total quality management. Additional lists will cover specific areas of program and project management.

\*\*\*\*\*

Archibald, Russell. Managing High-Technology Programs and Projects. New York: Wiley, 1992. PM T56.8 .A7 1992

Cleland, David I. A Project Management Dictionary of Terms. New York: Van Nostrand Reinhold, 1985. PM HD69 .P75 C525 1985

Dinsmore, Paul. Human Factors in Project Management. New York: American Management Association, 1984. PM HD69 .P75 D57

Gareis, Roland, ed. Handbook of Management by Projects. Vienna: MANZ, 1990. PM HD69 .P75 H36 1990

Hackney, John W. Control and Management of Capital Projects. New York: McGraw-Hill, 1992. PM TA190 .H32 1991

Hoban, Francis T., ed. Issues in NASA Program and Project Management. Washington, D.C.: NASA, 1988- PM TL521.312 .I77

Kezsbom, Deborah S., Donald L. Schilling and Katherine A. Edward. Dynamic Project Management: A Practical Guide for Managers and Engineers. New York: Wiley, 1989. PM T56.8 .K45 1989

Kimmons, Robert L. Project Management Basics: a Step by Step Approach. New York: M. Dekker, 1990. PM HD69 .P75 K56 1990

King, David. Project Management Made Simple: a Guide to Successful Management of Computer Systems Projects. Englewood Cliffs, NJ: Yourdon Press, 1992. PM T56.8 .K49 1992

Kliem, Ralph L. The Secrets of Successful Project Management, New York: Wiley, 1986. PM T56.8 .K65 1986

Knutson, Joan. Project Management: How to Plan and Manage Successful Projects. New York: American Management Association, 1991. PM T56.8 .K58 1991

Lock, Dennis, ed. Project Management Handbook. Cambridge: Gower Technical Press, 1987. PM T56.8 .P776 1987

Lock, Dennis. Project Management. Brookfield, VT: Gower Technical Press, 1988. PM T56.8 .L63 1988

McDonald, Frank. Project Management From a Scientist's Perspective. Washington, D.C.: NASA, 1989. PM T56.8 .M34 1989

Meredith, Jack R. and Samuel J. Mantel. Project Management, a Managerial Approach. New York: John Wiley & Sons, 1989. PM HD69 .P75 M47 1989

Nicholas, John M. Managing Business and Engineering Projects: Concepts and Implementation. Englewood Cliffs, NJ: Prentice-Hall, 1990. PM HD69 .P75 N53 1990

Project Management: a Reference for Professionals. New York: Dekker, 1989. PM HD69 .P75 P727 1989

Project Management Handbook. New York: Van Nostrand Reinhold, 1988. PM HD69 .P75 P75 1988

Project Management Toolkit: Diagnostic Instruments, Evaluation Forms, Checklists, Worksheets, Models, Job Aids, Practical Guidelines, Charts & Matrices. Atlanta: Selin Corporation, 1989. PM HD69 .P75 P78 1989

Reschke, H. and H. Schelle, eds. Dimensions of Project Management: Fundamentals, Techniques, Organization, Applications. Berlin: Springer-Verlag, 1990. PM HD69 .P75 D55 1990

Rosenau, Milton D. Successful Project Management: A Step by Step Approach with Practical Examples. New York: Van Nostrand Reinhold, 1992. PM HD69 .P75 R67 1991

Silverman, Melvin. Project Management: a Short Course for Professionals. New York: Wiley, 1988. PM HD69 .P75 S55 1988

Spinner, M. Pete. Improving Project Management Skills and Techniques. Englewood Cliffs, NJ: Prentice-Hall, 1989. PM T56.8 .S65 1989

For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #2

DEVELOPING LEADERSHIP SKILLS  
Revised August 1993

Provided by the Code FT Program/Project Management Librarian  
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Introduction

Warren Bennis, an author cited below, writes: "Managers are people who do things right, and leaders are people who do the right thing." The following titles are available in the Program/Project Management and/or Quality and Productivity Awareness collections at NASA Headquarters Library, and explore the concept of leadership. A "PM" before the call number indicates the book is in the PPM Collection, a "QM" indicates the Quality Collection.

\*\*\*\*\*

Badaracco, Joseph. Leadership and the Quest for Integrity. Boston: Harvard Business School Press, 1989. PM HD57.7 .B33 1989

Bennis, Warren. An Invented Life: Reflections on Leadership and Change. Reading, MA: Addison-Wesley, 1993. PM HD57.7 .B458 1993

Bennis, Warren. On Becoming a Leader. Reading, MA: Addison-Wesley, 1989. PM BF637 .L4 B37 1989

Bennis, Warren. Why Leaders Can't Lead: the Unconscious Conspiracy Continues. San Francisco: Jossey-Bass, 1989. PM HM141 .B434 1989

Briner, Wendy. Project Leadership. New York: Van Nostrand Reinhold, 1990. PM HD69 .P75 B75 1990

Campbell, David P. The Use of Personality Measures in the Leadership Development Program. Greensboro, NC: Center for Creative Leadership, 1985. PM HM141 .C35 1985

Cox, Danny. Leadership When the Heat's On. New York: McGraw-Hill, 1992. HD57.7 .C77 1992

Crosby, Philip B. Leading: the Art of Becoming an Executive. New York: McGraw-Hill, 1990. PM HD57.7 .C755 1990

De Pree, Max. Leadership is an Art. <audio> Dove Audio, 1992. [on order]

De Pree, Max. Leadership Jazz. New York: Doubleday, 1992. PM HD57.7 .D47 1992

- Gardner, John William. On Leadership. New York: Free Press, 1990. PM JC330.3 .G37 1990
- Hickman, Craig R. Mind of a Manager, Soul of a Leader. New York: Wiley, 1990. PM HD31 .H4815 1990
- Hitt, William D. The Leader-Manager: Guidelines for Action. Columbus, OH: Battelle Press, 1988. PM HD57.7 .H57 1988
- Hitt, William D. The Model Leader: A Fully Functioning Person. Columbus, OH: Battelle Press, 1993. PM HD57.7 .H58 1993
- Kotter, John P. The Leadership Factor. New York: Free Press, 1988. PM HD57.7 .K67
- Kouzes, James M. The Leadership Challenge: How to Get Extraordinary Things Done in Organizations. San Francisco: Jossey-Bass, 1987. PM & QM HD57.7 .K68
- Kouzes, James M. Leadership Practices Inventory, (LPI): A Self-Assessment and Analysis. San Diego, CA: University Associates, 1990. PM HF503.2 .K65 1990
- Leaders on Leadership: Interviews with Top Executives. Boston: Harvard Business School, 1992. PM HD38.5 .U6 L4 1992
- Matsushita, Konosuke. Velvet Glove, Iron Fist: and 101 Other Dimensions of Leadership. Tokyo: PHP Institute, 1991. PM BJ1588 .J3 M3713 1991
- McLean, J.W. and William Weitzel. Leadership--Magic, Myth, or Method? New York: AMACOM, 1992. PM HD57.7 .M396 1992
- Measures of Leadership: Papers Presented at a Conference Held at San Antonio, Texas, Oct. 1988. West Orange, NJ: Leadership Library of America, 1990. PM BF637 .L4 M43 1990
- Oakley, Ed and Doug Krug. Enlightened Leadership. Denver, CO: Stone Tree Publishing, 1992. HD57.7 .O23 1991
- Stodgill, Ralph Melvin. Stodgill's Handbook of Leadership: A Survey of Theory and Research. New York: Free Press, 1981. PM HM141 .S83 1981
- Tichy, Noel M. and Mary Anne Devanna. The Transformational Leader. New York: John Wiley & Sons, 1986. QM HD58.8 .T52 1986
- Wheatley, Margaret. Leadership and the New Science: Learning About Organizations From an Orderly Universe. San Francisco: Berrett-Koehler, 1992. PM Q158.5 .W43 1992

For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #3

PLANNING MEETINGS AND PRESENTATIONS  
Revised July 1993

Provided by the Code FT Program/Project Management Librarian  
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Introduction

Meetings are an unavoidable part of both program/project management and TQM. The following titles dealing with the subject are available in the Program/Project Management and/or Quality and Productivity Awareness collections at NASA Headquarters Library. A "PM" before the call number indicates the book is in the PPM Collection, a "QM" indicates the Quality Collection.

\*\*\*\*\*

Arrendondo, Lani. How to Present Like a Pro!: Getting People to See Things Your Way. New York: McGraw-Hill, 1991. PM HF5718.22 .A77 1991

Auger, B.Y. How to Run Better Business Meetings. St. Paul, MN: Business Services Press, 1966. PM HF5549.5 .C6 A85 1966

Bolton, Robert. People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts. New York: Simon & Schuster, 1986. PM HM132 .B65 1986

Bradford, Leland Powers. Making Meetings Work: a Guide for Leaders and Group Members. La Jolla, CA: University Associates, 1976. PM HM133 .B63 1976

Cook, Jeff S. The Elements of Speechwriting and Public Speaking. New York: Collier Books, 1991. PN4142 .C66 1991

D'Arcy, Jan. Technically Speaking: Proven Ways to Make Your Next Presentation a Success. New York: AMACOM, 1992. PM HF5718.22 .D37 1992

Deep, Samuel D. Smart Moves: 14 Steps to Keep Any Boss Happy, 8 Ways to Start Meetings on Time, and 16,000 More Tips to Get the Best From Yourself and the People Around You. Reading, MA: Addison-Wesley, 1990. PM HF5549.5 .C6 D37 1990

Doyle, Michael. How to Make Meetings Work: the New Interactive Method. New York: Berkley Publishing Group, 1976. PM HM131 .D68 1976

Hamlin, Sonya. How to Talk So People Listen: the Real Key to Job Success. New York: Harper & Row, 1989. PM HF5718 .H284 1989

Hoff, Ron. I Can See You Naked: On Making Fearless Presentations. Kansas City: Andrews & McMeel, 1992. PN4121 .H456 1992

How to Run Better Business Meetings: a Reference Guide for Managers. New York: McGraw-Hill, 1987. PM HF5718 .H69 1987

Kirkpatrick, Donald L. How To Plan and Conduct Productive Business Meetings. New York: AMACOM, 1987. PM HD30.3 .K56 1987

Leech, Thomas. How to Prepare, Stage, and Deliver Winning Presentations. New York: American Management Association, 1982. PM HF5718 .L43 1982

Mayer, Jeffrey J. If You Haven't Got the Time to Do It Right, When Will You Find the Time to Do It Over?. New York: Simon & Schuster, 1990. PM HD69 .T54 M39 1990

Nadler, Leonard and Zeance Nadler. The Conference Book. Houston: Gulf Publishing, 1977. PM AS6 .N25 1977

Paulson, Lynda. The Executive Persuader: How to Be a Powerful Speaker. Napa, CA: SSI Publishing, 1991. HF5718 .P38 1991

Pfeiffer, J. William. Presentation and Evaluation Skills in Human Resource Development. San Diego, CA: University Associates, 1988. PM HF5549 .P54 1988 v.7

Quick, Thomas L. Inspiring People at Work: How to Make Participative Management Work for You. New York: Executive Enterprises Publications, 1986. PM HF5549.5 .M6 Q53 1986

Vardaman, George T. Making Successful Presentations. New York: AMACOM, 1981. PM HF5718 .V38

Jon Glinow, Mary Ann Young. The New Professionals: Managing Today's High-Tech Employees. Cambridge, MA: Ballinger, 1988. PM HF5549 .V75 1988

Writing and Speaking in the Technology Professions. New York: IEEE Press, 1992. T11 .W75 1992

Zelazny, Gene. Say it with Charts: the Executive's Guide to Successful Presentations. Homewood, IL: Dow Jones-Irwin, 1985. PM HF5718 .Z45 1985

For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #4

SELECTED ARTICLES ON TQM IN THE PUBLIC SECTOR  
Revised July 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Public and private sector TQM efforts are often implemented very differently. The following articles focus on such quality improvement efforts in the public sector--local, state and federal. Items preceded by an asterisk (\*) are available through the PPM Librarian, others are part of the collection at NASA Headquarters Library and copies may be made there. NASA employees who cannot come to the library may call the PPM Librarian at 202-358-0172 to make alternate arrangements. PPM Resource List #23 "Reinventing Government" should be consulted for additional references on this subject.

\*\*\*\*\*

Balfour, Danny L. and Barton Weschler. "Commitment, Performance, and Productivity in Public Organizations." Public Productivity & Management Review 14 #4 (Summer 1991):355-367.

Balk, Walter L., G. Bouckaert and Kevin M. Bronner. "Notes on the Theory and Practice of Government Productivity Improvement." Public Productivity & Management Review 13 #2 (Winter 1989):117-131.

Ballard, John A. and Debra M. Trent. "Idea Generation and Productivity: the Promise of CSM." Public Productivity & Management Review 12 #4 (Summer 1989):373-386.

Bowman, James J. "Quality Improvement in a State Agency Revisited." Public Productivity & Management Review 17 #1 (Fall 1992):53-63.

Bushnell, David S. "TQM in the Public Sector: Strategies for Quality Service." National Productivity Review 11 #3 (Summer 1992):355-370.

Cohen, Steven and Ronald Brand. "Total Quality Management in the U.S. Environmental Protection Agency." Public Productivity & Management Review 14 (Fall 1990):99-114.

DeLaney, Bill. "Using TQM to Steer a New Policy Course at the USDA Forest Service." National Productivity Review 12 #4 (Autumn 1993):471-476.

\*Garrity, Rudolph B. "Total Quality Management: An Opportunity for High Performance in Federal Organizations." Public Administration Quarterly 16 #4 (Winter 1993):430-459.

Gilbert, G. Ronald. "Quality Improvement in a Federal Defense Organization." Public Productivity & Management Review 16 #1 (Fall 1992):65-75.

Hyde, Albert C. "The Proverbs of Total Quality Management: Recharting the Path to Quality Improvement in the Public Sector." Public Productivity & Management Review 16 #1 (Fall 1992):25-37.

Jasper, Herbert N. "Down the Quality Road." Government Executive 24 #4 (April 1992):37-40, 60.

Jordan, Jennifer. "Everything You Wanted to Know About TQM." Public Manager 21 #4 (Winter 1992-1993):45-48.

Kline, James J. "State Governments' Growing Gains from TQM." National Productivity Review 12 #2 (Spring 1993):259-271.

Milakovich, Michael E. "Total Quality Management for Public Sector Productivity Improvement." Public Productivity & Management Review 14 #1 (Fall 1990):19-32.

Peters, Tom. "Excellence in Government? I'm All For It! Maybe." Bureaucrat 20 #1 (Spring 1991):3-6.

"Quality in the Public Sector." [Special Report] Business Week (October 25, 1991):131-145.

Schwartz, M.H. "What Do the Words 'Product' and 'Service' Really Mean for Management." Quality Progress 25 #6 (June 1992):35-39.

Shoop, Tom. "Gauging Government's Performance." Government Executive 24 #6 (June 1992):28-33.

Smith, A. Keith. "Total Quality Management in the Public Sector (Part 1)." Quality Progress 26 #6 (June 1993):45-48.

Smith, A. Keith. "Total Quality Management in the Public Sector (Part 2)". Quality Progress 26 #7 (July 1993):57-62.

Stratton, Brad. "The Continuing Expedition of Federal Quality Missionaries." Quality Progress 26 #7 (July 1993):35-37.

Wittmer, Dennis. "Serving the People or Serving for Pay: Reward Preferences Among Government, Hybrid Sector, and Business Managers." Public Productivity & Management Review 14 #4 (Summer 1991):369-383.

Woodridge, Blue. "Overcoming Obstacles to Public-Sector Improvement Efforts." National Productivity Review 11 #1 (Winter 1991/92):59-70.

For more information, or to request additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #5

TEAMS AND TEAMWORK  
Revised August 1993

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Introduction

The following items are available in the Program/Project Management, Quality and Productivity Awareness and/or main collections at NASA Headquarters Library. A "PM" before the call number indicates the book is in the PPM Collection, a "QM" indicates the Quality Collection. Items without those indicators are in the main collection. Listed articles may be copied in the library.

\*\*\*\*\*  
Blake, Robert R., Jane S. Mouten and Robert L. Allen. Spectacular Teamwork: How to Develop the Leadership Skills for Team Success. New York: John Wiley & Sons, 1987. HD66 .B54

DeMarco, Tom. Peopleware: Productive Projects and Teams. New York: Dorset House, 1987. PM HD31 .D42185 1987

Dyer, William G. Team Building: Issues and Alternatives. Reading, MA: Addison-Wesley, 1987. PM HD66 .D94 1987 and HD66 .D94 1987

Fisher, Kimball. Leading Self-Directed Work Teams: A Guide to Developing New Team Leadership Skills. New York: McGraw-Hill, 1993. PM HD66 .F56 1993

Goldsmith, Vern. Effective Team Building. [New York]: AMACOM, 1980. (6 audiotapes & workbook) PM HF5548.8 .G657

Hackman, J. Richard, ed. Groups That Work (and Those That Don't). San Francisco: Jossey-Bass, 1990. PM HD66 .G76 1990

Janson, Robert and Richard L. Gunderson. "The Team Approach to Companywide Change." National Productivity Review 10 #1 (Winter 1990/91): 35-44.

Jessup, Harlan R. "The Road to Results for Teams." Training & Development 46 #9 (September 1992): 65-68.

Katzenbach, Jon. The Wisdom of Teams: Creating the High-Performance Organization. Boston, MA: Harvard Business School Press, 1993. PM HD66 .K384 1993

Keeping Teams Together. <video> Saranac Lake, NY: American Management Association, 1993. video HD66 .K44 1993

Lawler, Edward E. High Involvement Management. San Francisco: Jossey-Bass, 1991. PM HD5650 .L35 1986

Leading Teams: Mastering the New Role. Burr Ridge, IL: Business One Irwin, 1994. HD66 .L435 1993

Lewis, James P. How to Build and Manage a Winning Product Team. New York, AMACOM, 1993. HD66 .L48 1993

Lipnack, Jessica. The TeamNet Factor: Bringing the Power of Boundary Crossing into the Heart of Your Business. Essex Junction, VT: Oliver Wright Publications, 1993. HD66 .L565 1993

Logan, Linda R. "Team Members Identify Key Ingredients for Team-Building Success." National Productivity Review 12 #2 (Spring 1993):209-223.

Lynch, Robert F. Continuous Improvement: Teams and Teamwork. Homewood, IL: Business One Irwin, 1993. PM HD66 .L95 1992

Parker, Glenn M. Team Players and Teamwork: the New Competitive Business Strategy. San Francisco: Jossey-Bass, 1990. HD66 .P346 1990

Randolph, W. Alan. Getting the Job Done!: Managing Project Teams and Task Forces For Success. Englewood Cliffs, NJ: Prentice-Hall, 1992 PM HD69 .P75 R36 1992

Scholtes, Peter. The Team Handbook: How to Use Teams to Improve Quality. Madison, WI: Joiner, 1988. PM HD66 .S37 1988

Self-Directed Work Teams: The New American Challenge. Homewood, IL: Business One Irwin, 1990. QM HD66 .S37 1988

Shonk, James H. Team-Based Organization: Developing a Successful Team Environment. Homewood, IL: Business One Irwin, 1992. QM HD66 .S56 1992

Stuckenbruck, Linn C. and David Marshall. Team Building for Project Managers. Drexel Hill, PA: Project Management Institute, 1985. PM HD66 .S79 1985

Team Building: Blueprints for Productivity and Satisfaction. Alexandria, VA: NTL Institute for Applied Behavioral Science, 1988. PM HD66 .T42 1988

Varney, Glenn H. Building Productive Teams: An Action Guide and Resource Book. San Francisco: Jossey-Bass, 1989. QM HD66 .V36 1989

Wellins, Richard S. Empowered Teams. San Francisco: Jossey-Bass, 1991. PM HD66 .W45 1991

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #6

THE DEMING MANAGEMENT METHOD  
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Introduction

The following items concern W. Edwards Deming and his method of quality management. Articles are from journals held at NASA Headquarters Library, with the exception of those with asterisks (\*), which may be obtained through the PPM Librarian. Books are available in the Program/Project Management and/or Quality and Productivity Awareness collections at NASA Headquarters Library. A "PM" before the call number indicates it is in the PPM Collection, a "QM" indicates the Quality Collection.

\*\*\*\*\*  
Aguayo, Rafael. Dr. Deming: the American Who Taught the Japanese About Quality. NY: Simon & Schuster, 1991. PM TS156 .A35 1991

Brown, James H. "Erie Excellence Council Applies Deming's Principles." National Productivity Review 11 (Spring 1992):181-94.

\*Butterfield, Ronald W. "Deming's 14 Points Applied to Service." Training 28 #3 (March 1991): 50-54, 59.

Deming, William Edwards. A Day with Dr. W. Edwards Deming. <audio> Arlington, VA: George Washington U., 1990. PM HD70 .U5 D45 1990

Deming, William Edwards. A Day with Dr. W. Edwards Deming. <video> Arlington, VA: George Washington U., 1990. PM RES HD70 .U5 D45

Deming, William Edwards. The New Economics for Industry, Education, Government. Cambridge, MA: Center for Advanced Engineering Study, 1993. PM HD62.15 .D46 1993

Deming, William Edwards. Out of the Crisis. Cambridge, MA: MIT Center for Advanced Engineering Study, 1986. PM HD70 .U5 D45 and QM HD70 .U5 D45

Deming, William Edwards. Quality, Productivity, and Competitive Position. Cambridge, MA: MIT Center for Advanced Engineering Study, 1982. QM TS156 .D4

Duncan, W. Jack and Joseph G. Van Matre. "The Gospel According to Deming: Is it Really New?" Business Horizons 33 #4 (July-August 1990): 3-9.

Fellers, Gary. The Deming Vision: SPC/TQM for Administrators. Milwaukee: ASQC Press, 1992. QM HD62.15 .F45 1992

Gabor, Andrea. "Deming Demystifies the 'Black Art' of Statistics." Quality Progress 24 #12 (December 1991):26-28.

Gabor, Andrea. The Man Who Discovered Quality. New York: Times Books, 1990. PM TS156 .G3 1990

Gitlow, Howard S. The Deming Guide to Quality and Competitive Position. Englewood Cliffs, NJ: Prentice-Hall, 1987. PM HD38 .D439 G58 1987

Graber, Jim M., Roger E. Breisch and Walter E. Breisch. "Performance Appraisals and Deming: A Misunderstanding?" Quality Progress 25 #6 (June 1992):59-62.

Kilian, Cecelia S. The World of W. Edwards Deming. Knoxville, TN: SPC Press, 1992. [on order]

Mann, Nancy R. The Keys to Excellence: The Story of the Deming Philosophy. LA: Prestwick Books, 1989. PM TS156 .M32 1985

Michaelson, Gerald A. "The Turning Point of the Quality Revolution." Across the Board 27 (December 1990):40-43+.

Neave, Henry R. The Deming Dimension. Knoxville, TN: SPC Press, 1990. [on order]

Port, Otis. "W. Edwards Deming and J.M. Juran: Dueling Pioneers." Business Week (October 25, 1991):17.

Scherkenbach, William W. Deming's Road to Continual Improvement. Knoxville: SPC Press, 1991. QM TS156 .S32 1991

Scherkenbach, William W. The Deming Route to Quality and Productivity: Road Maps and Roadblocks. Rockville, MD: Mercury Press, 1990. QM TS156.6 .S35 1990

Sensebrenner, Joseph. "Quality Comes to City Hall." Harvard Business Review 69 (March-April 1991):64-65+.

Stein, Bernard. "Management by Quality Objectives." Quality Progress 24 #7 (July 1991):78-80.

Walton, Mary. Deming Management at Work. New York: Putnam's, 1990. PM HD38 .D439 W34 1990

Walton, Mary. The Deming Management Method. New York: Putnam's, 1986. PM HD38 .D439 W35 1988

\*Yoshida, Kosaku. "Deming Management Philosophy: Does It Work in the U.S. as Well as in Japan?" Columbia Journal of World Business 24 #3 (Fall 1989):10-17.

For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #7

QUALITY METRICS AND MEASUREMENTS

Revised September 1993

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Introduction

Measuring quality is often very difficult, but metrics are tools for continuous improvement, not an end to themselves. A common pitfall in TQM efforts is to become bogged down with graphs and fishbone charts, which are merely visual representations of work. The following titles cover how to measure quality in various office settings, as well as how to present the data. They will not tell you what to measure, because that determination is often best left to the employee who knows best what tasks are measurable.

A "PM" indicates a book is in the PPM Collection, a "QM" indicates the Quality Collection; call numbers without those indicators are in the main collection. Titles with NTIS numbers in brackets [ ] may be ordered through RECON by filling out a form 81. Some articles are also included; copies may be made in the library.

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Aft, Lawrence S. Productivity Measurement and Improvement. Englewood Cliffs, NJ: Prentice-Hall, 1992. PM T60.4 .A34 1992

Air Force Systems Command. Metrics Handbook. Washington, D.C.: 1991. [N92-25542] PM Res TS156 .M46 1991

Albright, Thomas L. and Harold Roth. "The Measurement of Quality Costs: An Alternative Paradigm." Accounting Horizons (June 1992):15-27.

Brassard, Michael. The Memory Jogger Plus: Featuring the Seven Management Tools. Methuen, MA: GOAL/QPC, 1989. QM HD30.28 .B73 1989

Coppola, Anthony. Measuring the Quality of Knowledge Work. Griffiss AFB, NY: [N91-26994]

\*Cozart, Jerry etal. "Getting the Right Measurements." American Printer 205 #4 (July 1990):132-133.

Glaser, Mark. "Tailoring Performance Measurement to Fit the Organization: From Generic to Germane." Public Productivity & Management Review 14 #3 (Spring 1991): 303-319.

Goddard Space Flight Center. Performance Measurement System (PMS) Handbook. Greenbelt, MD: 1988. PM T175.5 .P47 1988

Grant, Eugene L. and Richard Leavenworth. Statistical Process Control. New York: McGraw-Hill, 1988. [on order]

Ishikawa, Kaoru. Guide to Quality Control. White Plains, NY: Quality Resources, 1982. PM TS156 .G82 1982

Juran, J.M. and Frank N. Gryna. Quality Planning and Analysis: From Product Development Through Use. New York: McGraw-Hill, 1980. QM TS156 .J86 1980

Kinlaw, Dennis C. Continuous Improvement and Measurement: A Team-Based Approach. Homewood, IL: Irwin, 1992. PM HD62.15 .K56 1992

Kinlaw, Dennis C. Resource Guide for Performance Measurement in NASA Work Groups. Ponte Verde, FL: Developmental Products, Inc., 1987. QM T60.35 .K56 1987

Luther, David B. "Advanced TQM: Measurements, Missteps, and Progress Through Key Result Indicators at Corning." National Productivity Review 12 #1 (Winter 1992/93):23-36.

Managing Quality and Productivity in Aerospace and Defense. Ft. Belvoir: Defense Systems Management College, 1989. PM TS156 .A2 M36 1989

NASA. Handbook for Preparation of Work Breakdown Structures. Washington, D.C.: 1975. PM T60.8 .H35 1975

National Research Council. Measurement and Interpretation of Productivity. Wash., D.C.: National Academy, 1979. QM HD56 .N38

Sink, D. Scott and Thomas C. Tuttle. Planning and Measurement in Your Organization of the Future. Norcross, GA: Institute of Industrial Engineers, 1989. QM HD56.25 .S56 1989

\*Sink, D. Scott. "The Role of Measurement in Achieving World Class Quality and Productivity Management." Industrial Engineering 23 #6 (June 1991):23-28,70.

Sloma, Richard S. How to Measure Managerial Performance. New York: Macmillan, 1980. PM HD58.9 .S57

Walsh, Francis J. Current Practices in Measuring Quality. New York: Conference Board, 1989. PM TS155 .C37 1989

Wholey, Joseph S. "Using Evaluation to Improve Program Performance." Bureaucrat 20 #2 (Summer 1991): 55-59.

Wise, Lois R. and Robert Agranoff. "Organizational Characteristics and Productivity Measurement in Research Organizations." Public Productivity & Management Review 15 #1 (Fall 1991): 1-17.

For more information, or to request additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #8

PROJECT BUDGETING AND COST CONTROL  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

The following titles are available at NASA Headquarters Library in books or journals. Items either deal solely with budgeting and cost control, or include useful chapters on the subject. A search of RECON using the terms cost analysis, cost reduction and cost effectiveness will result in thousands of other papers on the subject; the following provides a place to start.

\*\*\*\*\*

Badiru, Adedeji. "Economic Aspects of Project Management." [Chapter 5] Project Management Tools for Engineering and Management Professionals. Norcross, GA: Institute of Industrial Engineers, 1991. PM TA190 .B34 1991

Cost Realism Handbook for Assuring More Realistic Contractor Cost Proposals. Washington, D.C.: Navy Office for Acquisition Research, 1985. PM HD47.3 .T69 1985

de Neufville, Richard. "Cost Estimation." [Chapter 14] Applied Systems Analysis: Engineering Planning and Technology Management. New York: McGraw-Hill, 1990. PM TA177.4 .D45 1990

Fleming, Quentin W. Cost/Schedule Control Systems Criteria: The Management Guide to C/SCSC. Chicago: Probus Publishing, 1988  
PM HD47.3 .F64 1988

Hoban, Frank and William Lawbaugh. Readings in Systems Engineering. Wash., D.C.: NASA, 1993. [NASA SP-6102]  
PM TA168 .R36 1993

Kerzner, Harold. "Cost Control." [Chapter 15] Project Management: A Systems Approach to Planning, Scheduling and Controlling. New York: Van Nostrand Reinhold, 1989. PM HD69 .P75 K47 1989

Knutson, Joan Ryan. "Developing and Monitoring the Cost Baseline." [Chapter 8] How to Be a Successful Project Manager. New York: American Management Association, 1988. PM HD69 .P75 K68 1988

Levin, Henry M. Cost-Effectiveness: A Primer. Beverly Hills: Sage Publications, 1983. PM HD47.4 L48

Love, Sydney F. "Budgeting and Controlling the Cost: How to Avoid Overruns." [Chapter 5] Achieving Problem Free Project Management. New York: Wiley, 1989. PM HD69 .P75 L68 1989

- Meredith, Jack R. and Samuel J. Mantel. "Budgeting." [Chapter 7] Project Management: A Managerial Approach. New York: Wiley, 1989. PM HD69 .P75 M47 1989
- Michaels, Jack V. and William P. Wood. Design to Cost. New York: Wiley, 1989. PM TS167 .M53 1989
- Peles, Charles J. "Managing Costs with Precision." [pp.551-560] Project Management: A Reference for Professionals. Robert L. Kimmons and James H. Loweree, eds. New York: Marcel Dekker, 1989. PM HD69 .P75 P727 1989
- Project and Cost Engineers' Handbook. New York: Dekker, 1993. PM TS167 .P76 1993
- Ritz, George J. "The Project Money Plan." [Chapter 5] Total Engineering Project Management. New York: McGraw-Hill, 1990. PM TA190 .R47 1990
- Ross, David. "Cost Estimating" and "Cost Control." [pp. 188-237] Project Management Handbook. Dennis Lock, ed. Cambridge, Eng.: Gower Technical Press, 1987. PM T56.8 .P776 1987
- Shaheen, Salem K. "Cost Control." [Chapter 7] Practical Project Management. New York: Wiley, 1987. PM T56.8 .S525 1987
- Shim, Jae K. and Joel G. Siegel. Modern Cost Management and Analysis. New York: Barron's, 1991. PM HF5686 .C8 S4774 1991
- Space Economics. Wash., D.C.: AIAA, 1992. TL507 .P75 vol.144 [many essays on project cost control]
- Spinner, M. Pete. "Scheduling and Controlling Project Costs." [Chapter 5] Improving Project Management Skills and Techniques. Englewood Cliffs, NJ: Prentice Hall, 1989. PM T56.8 .S65 1989
- Tompkins, Bill G. Project Cost Control for Managers. Houston: Gulf Publishing, 1985. PM HD47.3 .T66 1985
- Ward, Sol. Cost Engineering for Effective Project Control. New York: J. Wiley, 1992. PM TA177.4 .W375 1992
- Wynant, Edward A. "The Project Budget." [pp.377-389] Project Management: A Reference for Professionals. Robert L. Kimmons and James H. Loweree, eds. New York: Marcel Dekker, 1989. PM HD69 .P75 P727 1989
- \*Yunker, Del L. "VE--Creative Steps Toward Cost Control." Cost Engineering 35 #4 (April 1993):29-33.

For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PPM RESOURCE LIST #9

SYSTEMS ENGINEERING  
September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Francis T. Hoban and William M. Lawbaugh, in their recent NASA publication Readings in Systems Engineering, write that although the designers of the pyramids practiced a form of systems engineering, it was after World War II that the modern discipline emerged. As weapons systems became more complex, design and development requirements increased the need for systems engineering practices. NASA's goal to explore space better, cheaper and faster only increase the need for improved systems engineering.

The following books and articles are available in the NASA Headquarters Library Program/Project Management Collection. A search of NASA's RECON database on this subject will find thousands of papers, so what follows is just a place to start.

\*\*\*\*\*

Batson, Robert G. Systems Engineering Process and Organization Assessment Huntsville: MSFC, 1992. [93N17281]

Blanchard, Benjamin S. System Engineering Management. New York: Wiley, 1991. PM TA168 .B53 1991

\*Chambers, George J. "Systems Engineering in the 21st Century." IEEE International Conference on Systems, Man and Cybernetics (1990):733-738.

\*Edwards, L. "Beating the Bounds." IEEE Colloquium on "Systems Integration: Principles and Practice" (1990):2/1-2/3.

Fortescue, Peter W. Spacecraft Systems Engineering. New York: Wiley, 1991. TL875 .S68 1990

\*Grey, Stephen. "Generating Momentum for Systems Engineering." IEEE Colloquium on "In House Systems Engineering Practice" (1990):4/1-4/4.

Hitchins, D.K. Putting Systems to Work. New York: Wiley, 1992. [on order]

Hoban, Francis T. and William M. Lawbaugh, eds. Readings in Systems Engineering. Wash., D.C.: NASA STI Program, 1993. [NASA-SP-6102. Has 17 excellent papers] PM TA168 .R36 1993

\*Hornstein, Rhoda S. "A Systems Engineering Management Approach to Resource Management Applications." IEEE International Conference on Systems Engineering (1989):205-208.

Kennedy, Mike O. System Engineering of Aerospace and Advanced Technology Programs at an Astronautics Company: A Record of Study. 1989. PM TA168 .K46 1989

Kerzner, Harold. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. New York: Van Nostrand Reinhold, 1989. PM HD69 .P75 K47 1989

\*McLaughlin, Larry L. "Multiple Cooperating Views: A New Perspective for Systems Engineering." IEEE International Conference on Systems Engineering (1989):191-195.

Pittman, R. Bruce. Dynamic System Engineering. San Jose, CA: DYSE Corp., 1990. TL870 .D85 1990

\*Sage, Andrew. "Systems Engineering and Information Technology--Catalysts for Total Quality in Industry and Education." IEEE Transactions on Systems, Man and Cybernetics 22 #5 (September-October 1992):833-864. [93A25475]

Shisko, Robert and Robert G. Chamberlain. NASA Systems Engineering Handbook (Draft). Wash., D.C.: NASA, 1992. NASA-TM-108702 [93N21188]

Systems Engineering. Neuilly-sur Seine, France: AGARD, 1989. PM TL671.2 .S97 1989

Systems Engineering Handbook (Final Draft). Marshall Space Flight Center, 1991. PM TA168 .S88

Systems Engineering Management Guide. Ft. Belvoir, VA: Defense Systems Management College, 1986. PM TA168 .S97 1987

Systems Engineering: Principles and Practice of Computer-Based Systems Engineering. New York: Wiley, 1993. [on order]

Systems Engineering Tools for SEI Planning: Definitions, Tools, Processes, Examples. Wash., D.C.: NASA, 1990. PM TA168 .S98 1990

\* Willoughby, John K. "Adaptations to the Systems Engineering Management Process for Projects with Incomplete Requirements." IEEE International Conference on Systems Engineering (1989):197-200.

Yeo, K.T. "Systems Thinking and Project Management--Time to Reunite." International Journal of Project Management 11 #2 (May 1993):111-117.

For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #10

INNOVATION AND CREATIVITY IN THE WORKPLACE  
Revised August 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

The following items are available in the Program/Project Management, Quality and Productivity Awareness and/or main collections at NASA Headquarters Library. A "PM" before the call number indicates the book is in the PPM Collection, a "QM" indicates the Quality Collection; books without those indicators are in the main collection. A number of journal articles have also been included, and copies may be made in the library.

\*\*\*\*\*

Adams, James L. Conceptual Blockbusting: A Guide to Better Ideas. Reading, MA: Addison-Wesley, 1986. PM BF441 .A28 1986

Blohowiak, Donald W. Mavericks!: How to Lead Your Staff to Think Like Einstein, Create Like Da Vinci, and Invent Like Edison. Homewood, IL: Business One Irwin, 1992. PM HD53 .B58 1992

Briggs, John. Fire in the Crucible: the Alchemy of Creative Genius. New York: St. Martin's, 1988. PM BF412 .B824 1988

Clark, Charles H. Idea Management: How to Motivate Creativity and Innovation. New York: AMACOM, 1980. PM HD53 .C56

Gallupe, R. Brent and others. "Electronic Brainstorming and Group Size." Academy of Management Journal 35 #2 (June 1992): 350-369.

Gamache, R. Donald. The Creativity Infusion: How Managers Can Start and Sustain Creativity and Infusion. New York: Harper & Row, 1989. PM HD53 .G36 1989

Heinzen, Thomas E. "Creating Creativity in New York State Government." Public Productivity & Management Review 14 (Fall 1990): 91-97.

Humphrey, Watts S. Managing for Innovation: Leading Technical People. Englewood Cliffs, NJ: Prentice Hall, 1987. PM HD62.37 .H85 1987

Kay, Ronald. Managing Creativity in Science and Hi-Tech. Berlin: Springer-Verlag, 1990. Q172.5 .C74 K38 1990

Kim, Steven H. Essence of Creativity: A Guide to Tackling Difficult Problems. New York: Oxford U. Press, 1990. PM HD53 .K56 1990

Minarik, Etienne. Individual Motivation: Removing the Blocks to Creative Involvement. Cambridge, MA: Productivity Press, 1992. PM HF5549.5 .M63 M56 1992

Morden, Tony. "Innovation: Sources and Strategies." Management Decision 27 #1 (1989): 22-29.

Nadler, Gerald. Breakthrough Thinking: Why We Must Change the Way We Solve Problems, and the Seven Principles to Achieve This. Rocklin, CA: Prima, 1990. QM HD30.29 .N34 1990

Ray, Michael. Creativity in Business. Garden City, NY: Doubleday, 1986. PM HD53 .R39 1986

Rouse, William. Strategies for Innovation: Creating Successful Products, Systems, and Organizations. New York: Wiley, 1992. T173.8 .R68 1992

Russell, Peter. The Creative Manager: Finding Inner Vision and Wisdom in Uncertain Times. San Francisco: Jossey-Bass, 1992. PM HD53 .B87 1992

Ryan, Kathleen. Driving Fear Out of the Workplace: How to Overcome the Invisible Barriers to Quality, Productivity, and Innovation. San Francisco: Jossey-Bass, 1991. QM HD58.9 .R93 1991

Thompson, Charles. What a Great Idea! Key Steps Creative People Take. NY: HarperPerennial, 1992. BF408 .T46 1992

VanGundy, Arthur B. Creative Problem Solving: A Guide for Trainers and Management. New York: Quorum Books, 1987. PM HD30.29 .V34 1987

VanGundy, Arthur B. Managing Group Creativity: A Modular Approach to Problem Solving. New York: AMACOM, 1984. HD30.29 .V35

Von Oech, Roger. A Kick in the Seat of the Pants: Using Your Explorer, Artist, Judge, & Warrior to be More Creative. New York: Perennial Library, 1986. PM BF408 .V579 1986

Von Oech, Roger. Roger Von Oech's Creative Whack Pack. Stamford, CT: U.S. Games Systems, 1992. BF408 .V582 1992

Von Oech, Roger. A Whack on the Side of the Head: How to Unlock Your Mind for Innovation. New York: Warner Books, 1983. PM BF408 .V58 1983 & BF408 .V58 1990

Zager, Robert and Michael P. Rosow, eds. The Innovative Organization: Productivity Programs in Action. New York: Pergamon Press, 1982. HD5660 .U5 I65

For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #11

ORGANIZATIONAL CHANGE  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

The following titles deal with planning and/or initiating organizational change and all items are available at Headquarters Library. Call numbers preceded by "PM" are in the Program/Project Management Collection, items with a "QM" are in the Quality and Productivity Awareness Collection; books without such indicators are in the main circulating collection. Journal articles may be copied in the library; asterisked articles (\*) are available through the PPM Librarian.

\*\*\*\*\*

Albrecht, Karl. Organizational Development: A Total System Approach to Positive Change in Any Business Organization. Englewood Cliffs, NJ: Prentice-Hall, 1983. HD58.7 .A42

Beckhard, Richard. Organizational Transitions: Managing Complex Change. Reading, MA: Addison-Wesley, 1987. PM HD58.8 .B4 1987

Bennis, Warren G. and others. The Planning of Change. Ft. Worth, TX: Holt, Rinehart and Winston, 1985. PM HM101 .P558 1985

Bridges, William. Managing: Making the Most of Change. Reading, MA: Addison-Wesley, 1991. HD58.5 .B75 1991

Conner, Daryl. Managing at the Speed of Change. New York: Villard Books, 1993. PM HD58.8 .C652 1993

Drucker, Peter F. "The New Society of Organizations." Harvard Business Review (September-October 1992):95-104.

\*Goldberg, Beverly. "Manage Change--Not the Chaos Caused by Change." Management Review 81 #11 (November 1992):39-45.

Guy, Mary E. From Organizational Decline to Organizational Renewal: The Phoenix Syndrome. New York: Quorum Books, 1989. PM HD58.8 .G89 1989

Harvey, Jerry B. The Abilene Paradox and Other Meditations on Management. Lexington, MA: Lexington Books, 1988. PM HD58.7 .H376 1988

Jellison, Jerald M. Overcoming Resistance: a Practical Guide to Producing Change in the Workplace. New York: Simon & Schuster, 1993. HD58.8 .J44 1993

Kanter, Rosabeth M. The Change Masters: Innovations for Productivity in the American Corporation. New York: Simon & Schuster, 1983. QM HD45 .K335 1983

Kanter, Rosabeth. When Giants Learn to Dance. New York: Touchstone Book, 1990. QM HD58.8 .K365 1990

Kirkpatrick, Donald L. How to Manage Change Effectively. San Francisco: Jossey-Bass, 1985. HD58.8 .K52

Kirkpatrick, Donald L. "Riding the Winds of Change." Training & Development 47 #2 (February 1993):28-32.

Large-Scale Organizational Change. San Francisco: Jossey-Bass, 1989. PM & QM HD58.8 .L375 1989

London, Manuel. Change Agents: New Roles and Innovation Strategies for Human Resource Professionals. San Francisco: Jossey-Bass, 1990. PM HD58.8 .L66 1988

McCaskey, Michael B. The Executive Challenge: Managing Change and Ambiguity. Boston: Pitman, 1982. HF5500.2 .M43

Mills, Albert J. and Stephen J. Murgatroyd. Organizational Rules: A Framework for Understanding Organizational Action. Philadelphia: Open University Press, 1991. PM HD58.7 .M543 1991

\*Mintzberg, Henry and Frances Westley. "Cycles of Organizational Change." Strategic Management Journal 13 (Winter 1992):39-59.

Nadler, David. Organizational Architecture: Designs for Changing Organizations. SF: Jossey-Bass, 1992. QM HD58.8 .N33 1992

Pritchett, Price. Business as Unusual: The Handbook for Managing and Supervising Organizational Change. Dallas: Pritchett, 1988. PM HD58.8 .P75 1988

Pritchett, Price. The Employee Handbook for Organizational Change. Dallas: Pritchett, 1990. QM HD58.8 .P75 1990

Stock, Byron A. "Leading Small-Scale Change." Training & Development 47 #2 (February 1993):45-50.

Tichy, Noel M. Managing Strategic Change: Technical, Political, and Cultural Dynamics. New York: Wiley, 1983. PM HD58.8 .T53 1983

The TOM Transformation: A Model for Organizational Change. White Plains, NY: Quality Resources, 1992. PM HD62.15 .T78 1992

Waterman, Robert H. Adhocracy: The Power to Change. Knoxville, TN: Whittle Direct Books, 1990. PM HD58.8 .W386 1990

For more information, or for additional PPM Resource Lists, please contact the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #12

CREATING THE EMPOWERED ORGANIZATION  
Revised June 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Empowerment is seen as an essential part of TQM and project management because it leads to both increased productivity and employee satisfaction. It may include participatory management, employee suggestion programs, and other methods of increased staff involvement. The following items are available at Headquarters Library; books are followed by their call numbers, journal articles may be copied in the library. Please contact the PPM Librarian for help in obtaining articles preceded by an asterisk (\*).

\*\*\*\*\*

Belasco, James A. Flight of the Buffalo: Soaring to Excellence, Learning to Let Employees Lead. New York: Warner Books, 1993.  
PM HD57.7 .B447 1993

Belasco, James A. Teaching the Elephant to Dance: Empowering Change in Your Organization. New York: Crown, 1990.  
PM HD58.8 .B455 1990

Bowen, David E. and Edward E. Lawler III. "The Empowerment of Service Workers: What, Why, How, and When." Sloan Management Review 33 #3 (Spring 1992): 31-39.

\*Brown, Donna. "Why Participative Management Won't Work Here." Management Review 81 #6 (June 1992):42-46.

Byham, William C. Zapp!: the Lightning of Empowerment: How to Improve Productivity, Quality, and Employee Satisfaction. New York: Ballantine, 1992. QM & PM HD5650 .B93 1992

Contino, Ronald A. and John Giuliano. "Productivity Gains Through Employee Participation at the New York City Department of Sanitation." Public Productivity & Management Review 15 #2 (Winter 1991): 185-90.

Frohman, Alan L. The Middle Management Challenge: Moving From Crisis to Empowerment. New York: McGraw-Hill, 1993.  
HD38.25 .U6 F76 1993

Galagan, Patricia A. "The Truth about Empowerment, According to D. Quinn Mills." Training & Development 46 #8 (August 1992):31-32.

Gaskell, David and Ramon Rodriguez. "Improving Agency Performance Through Participation." Public Productivity & Management Review 15 #2 (Winter 1991):241-243.

Grazier, Peter B. Before It's Too Late: Employee Involvement, An Idea Whose Time Has Come. Chadds Ford, PA: Teambuilding Inc., 1989. QM HD5650 .G73 1989

Harrison, Edward L. "The Impact of Employee Involvement On Supervisors." National Productivity Review 11 #4 (Autumn 1992): 447-452.

Johnson, Kenneth. Relevance Regained: From Top-Down Control to Bottom-Up Empowerment. NY: Free Press, 1992. QM HD31 .J555 1992

Kirkpatrick, Donald L. "The Power of Empowerment." Training & Development 46 #9 (September 1992):29-31.

Leadership and Empowerment for Total Quality. New York: Conference Board, 1992. PM TS156 .L422 1992

\*Maccoby, Michael. "Creating an Empowered Organization." Research-Technology Management 35 #3 (May-June 1992): 50-51.

Magjuka, Richard J. "Should Membership in Employee Involvement Programs Be Voluntary?" National Productivity Review 11 #2 (Spring 1992): 203-211.

Portis, Bernard and Neil Hill. "Making Employee Participation a Way of Life: Four Experiences." National Productivity Review 10 #4 (Autumn 1991): 481-489.

Quick, Thomas L. Inspiring People at Work: How to Make Participative Management Work For You. New York: Executive Enterprises, 1986. PM HD5549.5 .M6 Q53 1986

Ripley, Robert E. and Marie J. Ripley. "Empowerment, the Cornerstone of Quality." Management Decision 30 #4 (1992):20-43.

Simons, George F. Transcultural Leadership: Empowering the Diverse Workforce. Houston: Gulf Publishing, 1993. HD30.3 .H555 1993

Spice, Martha and Alan Gilburg. "Leadership for Empowerment." Public Manager 21 #3 (Fall 1992):27-31.

\*Stubbs, Rodney E. "Empowering the Organization--Employee Participative Management in Aerospace Industry." International SAMPE Symposium and Exhibition, 36th, San Diego, CA, Apr. 15-18, 1991 Proceedings [pp.646-657] [92A10171]

"Teambuilding Follow-on: An Employee Empowerment Model." [pp.339-342] Productivity and Quality Improvement in Government. John S.W. Fargher, ed. Norcross, GA: Institute of Industrial Engineers, 1992. QM JK468 .P75 I58 1992

For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #13

THE BENCHMARKING PROCESS  
Revised August 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Benchmarking is, to put it simply, the search for the best methods used by other agencies, companies, etc. that can be utilized to improve performance and/or productivity of an organization. Because it is a category of the Malcolm Baldrige National Quality Award, benchmarking is a widely accepted means of information gathering and analysis, although W.E. Deming is opposed to it (see his writings for more detail).

The following material is available at Headquarters Library; please contact the PPM Librarian for help in obtaining those articles preceded by an asterisk (\*). Items focus on both positive and negative aspects of benchmarking.

\*\*\*\*\*

Balm, Gerald J. Benchmarking: A Practitioner's Guide for Becoming and Staying Best of the Best. Schaumburg, IL: QPMA Press, 1992. PM HD58.9 .B345 1992

\*Bean, Thomas J. and Jacques G. Gros. "R&D Benchmarking at AT&T." Research-Technology Management 35 #4 (July/August 1992): 32-37.

Bemowski, Karen. "The Benchmarking Pandwagon." Quality Progress 24 #1 (January 1991): 19-24.

"Benchmarking: How to Plan a Successful Benchmarking Effort." Productivity 13 #9 (September 1992): 8-12.

Camp, Robert C. Benchmarking (NASA TOM Colloquium #13) [video]; QM VIDEO TL521 .C36 1992

Camp, Robert C. Benchmarking: the Search for Industry Best Practices that Lead to Superior Performance. Milwaukee: Quality Press, 1989. PM HD58.9 .C35 1989

Enslow, Beth. "The Benchmarking Bonanza." Across the Board 29 #4 (April 1992): 16-22.

\*Harkleroad, David H. "Competitive Intelligence: A New Benchmarking Tool." Management Review 81 #10 (October 1992): 26-29.

\*Hequet, Marc. "The Limits of Benchmarking." Training 30 #2 (February 1993): 36-41.

Karch, Kenneth M. "Getting Organizational Buy-In for Benchmarking: Environmental Management at Weyerhaeuser." National Productivity Review 12 #1 (Winter 1992/93): 13-22.

\*Kharbanda, Mohan. "Benchmarking: Making it Work." CMA Magazine 67 #2 (March 1993):30-33.

Mittelstaedt, Robert E. "Benchmarking: How to Learn from Best-In-Class Practices." National Productivity Review 11 #3 (Summer 1992): 301-315.

Omdahl, Tracy. "Inside the Baldrige Award Guidelines--Category 2: Information and Analysis." Quality Progress 25 #7 (July 1992):41-46.

\*Pryor, Lawrence S. and Steven J. Katz. "How Benchmarking Goes Wrong (and How to Do It Right)." Planning Review 21 #1 (January-February 1993):6-11,53.

\*Ransley, Derek L. "Training Managers to Benchmark." Planning Review 21 #1 (January/February 1993):32-36.

Russell, J.P. Quality Management Benchmark Assessment. White Plains, NY: Quality Resources, 1991. PM TS156 .R87 1991

\*Sheridan, John H. "Where Benchmarkers Go Wrong." Industry Week 242 #6 (March 15, 1993):28-34.

\*Singh, Durgesh and Raymond Evans. "Effective Benchmarking: Taking the Effective Approach." Industrial Engineering 25 #2 (February 1993):22,65-66.

Sunday, John L. and Larry Liberty. "Benchmarking the Baldrige Award." Quality Progress 25 #9 (September 1992):75-79.

\*Thompson, James G. "Benchmarking Rules of Thumb." Transportation & Distribution 33 #7 (July 1992): 46-50.

Tsuda, Yoshikazu and Myron Tribus. "Planning the Quality Visit." Quality Progress 24 #4 (April 1991): 30-34.

Vaziri, H. Kevin. "Using Competitive Benchmarking to Set Goals." Quality Progress 25 #10 (October 1992): 81-85.

Watson, Gregory. Benchmarking Workbook: Adapting Best Practices for Performance Improvement. 1992. QM HD58.9 .W38 1992

Wilkerson, David, Anne Kuh and Tracy Wilkerson. "A Practical Cultural Benchmarking System." [pp.358-364] Productivity and Quality Improvement in Government Norcross, GA: Industrial Engineering and Management Press, 1992. QM JK468 .P75 I58 1992

For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #14

PITFALLS AND ROADBLOCKS TO SUCCESSFUL TQM  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Why duplicate the mistakes others have made in TQM? By studying specific case studies, or recognized failures in the TQM process, implementation can proceed much more smoothly. There may be no one right way to initiate total quality, but there are certainly steps which have been known to cause stumbling on the road to success.

The items preceded by an asterisk (\*) may be requested from the PPM Librarian; other articles may be copied from journal issues in the library. Books are found in the PPM and/or Quality Collections.

\*\*\*\*\*

Albrecht, Karl. At America's Service: How Corporations Can Revolutionize the Way They Treat Their Customer. Homewood, IL: Dow Jones-Irwin, 1990. QM HD9981.5 .A42 1988

Includes two chapters: "Common Blunders in Launching Service Programs" and "Common Pitfalls in Service Programs."

\*Axline, Larry L. "TQM: A Look in the Mirror." Management Review 80 #7 (July 1991):64.

\*Becker, Selwyn W. "TQM Does Work: Ten Reasons Why Misguided Attempts Fail." Management Review 82 #5 (May 1993):30,32.

Bemowski, Karen. "Sorting Fact From Fiction." Quality Progress 24 #4 (April 1991):21-25.

\*Bookman, Bob. "Energizing TQM With Right-Brain Thinking." Training (August 1992):62-66.

Chang, Richard Y. "When TQM Goes Nowhere." Training & Development 47 #1 (January 1993):22-29.

\*"The Cracks in Quality." Economist 323 #7755 (April 18, 1992):67-68.

Crouch, J. Michael. An Ounce of Application is Worth a Ton of Abstraction. Greensboro, NC: LEADS Corporation, 1992.  
QM HD62.15 .C78 1992

Does Quality Work? A Review of Relevant Studies. New York: Conference Board, 1993. [on order]

- \*Doyle, Kevin. "Who's Killing Total Quality?" Incentive 166 #8 (August 1992):12-19.
- Erickson, Tamara J. "Beyond TQM: Creating the High Performance Business." Management Review 81 #7 (July 1992):58-61.
- Gilbert, James D. "TQM Flops--A Chance to Learn From the Mistakes of Others." National Productivity Review 11 (Autumn 1992):491-499.
- Guaspari, John. I Know It When I See It. New York: AMACOM, 1985. QM & PM HD38 .G766
- Guaspari, John. "You Want Buy-In To Quality? Then You've Got to Sell It." Management Review (January 1988): 22-25.
- \*Harari, Oren. "The Eleventh Reason Why TQM Doesn't Work." Management Review 82 #5 (May 1993):31,34.
- \*Kendrick, John J. "Companies Continue to Embrace Quality Programs--But Has TQ Generated More Enthusiasm Than Results?" Quality 31 #5 (May 1992):13.
- Leibman, Michael S. "Getting Results from TQM." HRMagazine (September 1992):34-38.
- Levering, Robert. A Great Place to Work; What Makes Some Employers So Good (And Most So Bad). New York; Random House, 1988. PM HF5549.2 .U5 L385 1988
- Mathews, Jay and Peter Katel. "The Cost of Quality." Newsweek (September 7, 1992):48-49.
- Patten, Thomas H., Jr. "Beyond Systems--The Politics of Managing in a TQM Environment." National Productivity Review 11 #1 (Winter 1991/1992):9-19.
- \*"The Quality Dilemma." Management Review 80 #11 (November 1991):30-34.
- Rieley, James B. "How to Make TQM and CI Programs Work." Quality Progress (October 1992):92-99.
- Scherkenbach, William W. The Deming Route to Quality and Productivity: Road Maps and Roadblocks. Washington, D.C.: CEEPress Books, 1990. QM TS156.6 .S35 1990
- Shaffer, James C. "Quality Where it Doesn't Count." Across the Board 29 #10 (October 1992):11-12
- Walker, Terry. "Creating Total Quality That Lasts." National Productivity Review 11 #4 (Autumn 1992):473-478.
- For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #15

PROGRAM CONTROL  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

According to A Project Management Dictionary of Terms, by Cleland and Kerzner, program control is:

The Program management element responsible for providing program plans and schedules; schedule visibility and control; and detailed support in the areas of performance, cost, and schedule status.

The following books and articles delve into these issues. Books are all in the Program/Project Management Collection at Headquarters Library. Articles with asterisks (\*) may be obtained through the PPM Librarian. Please refer to PPM Resource List #8 "Project Budgeting and Cost Control" for related information on this topic.

\*\*\*\*\*

The AMA Handbook of Project Management. New York: AMACOM, 1993.  
PM HD69 .P75 A46 1993

\*Caldwell, Michelle. "The Unique Contributions of a 'Special Projects' Work Team." AACE Transactions (1990):P.2.1-P.2.6.

Diekmann, J.E. and H. Al-Tabtabai. "Knowledge-Based Approach to Construction Project Control." International Journal of Project Management 10 #1 (February 1992):23-30.

Drigani, Fulvio. Computerized Project Control. New York: Dekker, 1989. PM T58.4 .D75 1989

\*Goff, Thomas L. "Owners Specify Contractor's Estimating/Scheduling Systems." AACE Transactions (1991):K.4.1-K.4.3.

\*Goodwin, Barry L. "The Development and Use of Progress Curves." AACE Transactions (1990):H.4.1-H.4.6.

Hackney, John W. Control and Management of Capital Projects. New York: McGraw-Hill, 1992.

\*Kezsbom, Deborah S. "Match Strategies to Structure With a Project Management Requirements Analysis." Industrial Engineering 23 #4 (April 1991):56-58.

Kloppenborg, Tim. "Tradeoffs on Projects: They May Not Be What You Think." Project Management Journal 21 #1 (March 1990):13-30.

\*Lennark, Raymond. "Grass Roots Project Control." AACE Transactions (1990):P7.1-P7.6.

Lester, Albert. Project Planning and Control. London: Butterworth-Heinemann, 1991. PM T56.8 .L47 1991

Maciariello, Joseph A. Program-Management Control Systems. New York: Wiley, 1978. PM HD38 .M3135 1978

\*Manzanera, Ignacio. "Planning and Scheduling for Success." AACE Transactions (1990):M.5.1-M.5.5.

\*Moore, John M. "Effective Use of Management Control Systems." AACE Transactions (1990):P.5.1-P.5.4.

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Pilot Program Control Course. Marshall, Space Flight Center: MSFC, 1990. PM T58.4 .P54 1990

Project/Task Organization, Planning and Control. Pasadena: Jet Propulsion Laboratory, 1987. PM T56.8 .P752 1987

\*Singh, Rohit. "Cost/Schedule Control vs Computer Programs." AACE Transactions (1991):C.3.1-C.3.3.

\*Silverberg, Eric C. "Predicting Project Completion." Research-Technology Management 34 #3 (May-June 1991):46-49.

A Study of Program Control in NASA Needs and Opportunities. Washington, D.C.: The Academy, 1989. PM HD69 .P75 S77 1989

Tompkins, Bill G. Project Cost Control for Managers. Houston: Gulf Publishing, 1985. PM HD47.3 .T66 1985

Westney, Richard E. Managing the Engineering and Construction of Small Projects: Practical Techniques for Planning, Estimating, Project Control and Computer Applications. New York: Dekker, 1985. PM TA190 .W48 1985

Woodgate, Harry S. Planning by Network: Project Planning and Control Using Network Techniques. London: Business Books, 1977. PM T57.85 .W6 1977

Yunus, Nordin B., Daniel Babcock and Colin Benjamin. "Development of a Knowledge-Based Schedule Planning System." Project Management Journal 21 #4 (December 1990):39-46.

For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #16

VISION AND STRATEGIC PLANNING  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Some of the following authors will tell you that organizational planning of any kind is most successful when a vision is in place first. Definitions of vision vary, but in Charles Handy's The Age of Unreason there is the following:

A vision has to "reframe" the known scene, to reconceptualize the obvious, connect the previously unconnected dream.

Others may prefer the term mission, but rather than getting bogged down in semantical discussion of vision and mission in this short introduction, both may be seen as goals that unite an organization and help create a plan for the future that can inspire and put all staff members on the same wavelength. Reading the listed books and articles will illustrate more clearly the differences between vision and mission, as well as their potential impact upon strategic planning.

All of the following are available at Headquarters Library; for copies of articles with asterisks (\*), call the PPM Librarian at 202-358-0172.

\*\*\*\*\*  
Barkdoll, Gerald L. "Scoping Versus Coping: Developing a Comprehensive Agency Vision." Public Administration Review 52 #4 (July/August 1992):330-338.

\*Beck, Robert N. "Visions, Values, and Strategies: Changing Attitudes and Culture." Academy of Management Executive 1 #1 (February 1987):33-41.

Belasco, James A. Teaching the Elephant to Dance. New York: Crown Publishers, 1990. HD58.8 .B455 1990 [Chapter 6: Vision Makes the Difference]

\*Belasco, James A. "This Vision Thing." Executive Excellence 7 #1 (January 1990):3-4.

Bryson, John, ed. Strategic Planning for Public Service and Non-Profit Organizations. Tarrytown, NY: Pergamon Press, 1993. PM HD30.28 .873434 1993

Carr, David K. and Ian D. Littman. Excellence in Government: Total Quality Management in the 1990s. [Chapter 8 ] Arlington, VA: Coopers & Lybrand, 1990. PM & QM JK421 .C37 1990

Collins, James C. and Jerry I. Porras. "Organizational Vision and Visionary Organizations." California Management Review 34 #1 (Fall 1991):30-52.

Goodstein, Leonard D. and others. Applied Strategic Planning: A Comprehensive Guide. NY: McGraw-Hill, 1993. HD30.28 .G66 1993

\*Halachmi, Arie. "Strategic Planning and Management? Not Necessarily." Public Productivity Review No.40 (Winter 1986):35-50.

Handbook of Strategic Planning. New York: J. Wiley, 1986. HD30.38 .H3665 1986

Handy, Charles. The Age of Unreason. Boston: Harvard Business School Press, 1989. PM HD58.8 .H362 1989 [see especially p.134-136 "The Language of Leadership."]

Judson, Arnold. Making Strategy Happen: Transforming Plans into Reality. Cambridge, MA: B. Blackwell, 1990. [on order]

Mainelli, Michael. "Vision into Action: A Study of Corporate Culture." Journal of Strategic Change 1 (1992): 189-201.

Melcher, Bonita H. Strategic Planning: Development and Implementation. Blue Ridge Summit, PA: TAB Books, 1988. PM HD30.28 .M437 1988

Mercer, James L. Strategic Planning for Public Managers. New York: Quorum Books, 1991. JS331 .M47 1991

Nanus, Burt. Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization. San Francisco: Jossey-Bass, 1992. PM HD57.7 .N367 1992

\*Nanus, Burt. "Visionary Leadership: How to Re-Vision the Future." Futurist 26 #5 (September/October 1992):20-25.

NASA Town Meetings Project. 1992 Town Meetings: Toward a Shared Vision. Washington, D.C.: NASA, 1993. TL521.312 .N368 1993

Quigley, Joseph V. Vision: How Leaders Develop It, Share It, and Sustain It. New York: McGraw-Hill, 1992. PM HD57.7 .Q55 1993

Senge, Peter. The Fifth Discipline: the Art and Practice of the Learning Organization. New York: Doubleday, 1990. PM HD58.9 .S46 1990

Stace, Doug A. and Dexter C. Dunphy. "Translating Business Strategies into Action: Managing Strategic Change." Journal of Strategic Change 1 #4 (July-August 1992):203-216.

For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #17

GROUP DYNAMICS AND DECISION MAKING FOR PROJECT SUCCESS  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library.

Introduction

Project success often depends upon small group decision-making, which is in turn influenced by the communication and other interpersonal skills of group members. The following books, all in Headquarters Library, cover these areas of project management. Asterisked articles (\*) are available through the PPM Librarian, other articles may be copied in the library. Please refer to PPM Resource List #5 Teams and Teamwork for additional citations.

\*\*\*\*\*

\*Anderson, Douglas R. "Increased Productivity via Group Decisionmaking." Supervision 51 #9 (September 1990):6-10.

Arnold, John. When the Sparks Fly: Resolving Conflicts in Your Organization. New York: McGraw-Hill, 1992. PM HD42 .A76 1993

Bernstein, Albert J. Dinosaur Brains: Dealing With All Those Impossible People at Work. New York: John Wiley & Sons, 1989. PM HF5549 .B4518 1989

Boddy, David. Take the Lead: Interpersonal Skills for Project Managers. New York: Prentice-Hall, 1992. PM HD69 .P75 B63 1992

Chicken, John C. The Risk Ranking Technique in Decision Making. Oxford; New York: Pergamon, 1989. PM T57.95 .C47 1989

Communication and Group Decision-Making. Beverly Hills, CA: Sage Publications, 1986. PM HD30.23 .C65 1986

Covey, Stephen R. The Seven Habits of Highly Effective People: Restoring the Character Ethic. New York: Simon and Schuster, 1990. QM BF637 .S8 C682 1989

Dahmer, Bart. "Kinder, Gentler Icebreakers." Training & Development 46 #8 (August 1992):47-49.

Eye to Eye: How People Interact. Topsfield, MA: Salem House Publishers, 1988. HM132 .E98 1988

Fisher, B. Aubrey. Small Group Decision Making: Communication and the Group Process. New York: McGraw-Hill, 1990. PM HM133 .F55 1990

- Heirs, Ben J. The Professional Decision-Thinker. New York: Dodd Mead, 1987. PM HD30.23 .H445 1987
- Henerson, Marlene E. How to Measure Attitudes. Beverly Hills, CA: Sage Publications, 1978. LB1026 .P66 V.5
- House, Ruth Sizemore. The Human Side of Project Management. Reading, MA: Addison-Wesley, 1988. PM HD69 .P75 H68 1988
- Johnson, Bonnie M. Getting the Job Done: a Guide to Better Communication for Office Staff. Glenview, IL: Scott, Foresman, 1984. HF5549.5 .C6 J63
- Kayser, Thomas A. Mining Group Gold: How to Cash in on the Collective Brain Power of a Group. El Segundo, CA: Serif Publishing, 1990. PM HD66 .K39 1990
- Kinlaw, Dennis C. Developing Superior Work Teams. Lexington, MA: Lexington Books, 1991. QM HD66 .K56 1991
- Lesly, Philip. How We Discommunicate. New York: AMACOM, 1979. HM132 .L44
- \*MacLaurin, Sue. "A Real-Life Communications Model." Training & Development Journal 45 #3 (March 1991):79-80.
- Manning, George. Communication: the Miracle of Dialogue. Cincinnati: VistaSystems, 1988. PM P90 .M26485 1988
- O'Dell, William F. Effective Business Decision Making--and the Educated Guess. Lincolnwood, IL: NTC Business Books, 1991. PM HD30.23 .O27 1991
- Petrini, Catherine M. "Training 101: Corporate Communications." Training & Development 46 #12 (December 1992):19-23.
- Tagliere, Daniel A. How to Meet, Think, and Work to Consensus. San Diego: Pfeiffer, 1993. HD66 .T34 1992
- Troy, Kathryn L. Employee Communications: New Top-Management Priority. New York: The Conference Board, 1988. PM HF5549.5 .C6 T76 1988
- Walton, Donald. Are You Communicating? You Can't Manage Without It. New York: McGraw-Hill, 1989. PM P90 .W24 1989
- Wilson, Donald O. "Diagonal Communication Links Within Organizations." Journal of Business Communication 29 #2 (spring 1992):129-143.

For more information, or to obtain additional PPM Resource Lists, please contact the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #18

MANAGING CULTURAL DIVERSITY  
Revised August 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

R. Roosevelt Thomas, an author listed below, writes that managing diversity is "managing people who aren't like you and who don't necessarily aspire to be like you." That is but one useful definition; reading the following items will provide more background on this subject which should become more crucial to study as the American work force grows even more culturally diverse. All books are available at Headquarters Library. The asterisked (\*) articles are available through the PPM Librarian.

\*\*\*\*\*  
Allerton, Haidee. "Diversity Grows More Diverse." Training & Development 47 #4 (April 1993):31-34.

Anderson, James A. "Thinking About Diversity." Training & Development 47 #4 (April 1993):59-60.

Baytos, Lawrence M. "Launching Successful Diversity Initiatives." HRMagazine 37 #3 (March 1992):91-97.

\*Caudron, Shari. "Monsanto Responds to Diversity." Personnel Journal 69 #11 (November 1990):72-80.

\*Clark, Vicki. "Employees Drive Diversity Efforts at GE Silcones." Personnel Journal 72 #5 (May 1993):148-153.

Coates, Joseph F. Future Work: Seven Critical Forces Reshaping Work and the Work Force in North America. San Francisco: Jossey-Bass, 1990. PM HF5549.5 .M3 C63 1990

\*Cox, Taylor H. and Stacy Blake. "Managing Cultural Diversity: Implications for Organizational Competitiveness." Academy of Management Executive 5 #3 (1991):45-56.

\*Dadfar, Hossein and Peter Gustavsson. "Competition by Effective Management of Cultural Diversity." International Studies of Management & Organization 22 #4 (1992):81-92.

\*Delatte, Ann P. and Larry Baytos. "8 Guidelines for Successful Diversity Training." Training 30 #1 (January 1993):55-60.

DiTomaso, Nancy. "Diversity and Performance in R&D." IEEE Spectrum 29 #6 (June 1992):21-32.

- Dovidio, John. "The Subtlety of Racism." Training & Development 47 #4 (April 1993):51-57.
- \*Edwards, Aubrey. "Cultural Diversity in Today's Corporation." Working Woman 16 #1 (January 1991):45-47,51-61.
- Elashmawi, Farid. Multicultural Management: New Skills for Global Success. Houston: Gulf Publishing, 1993. HD62.4 .E427 1993
- Fernandez, John P. The Diversity Advantage. Lexington, MA: Lexington Books, 1992. HD58.9 .F46 1993
- Gardenswartz, Lee. Managing Diversity: A Complete Desk Reference and Planning Guide. Homewood, IL: Business One Irwin, 1993. HF5549.5 .M5 G37 1993
- \*Gordon, Gloria. "This Man Knows What Diversity Is." IABC Communication World 9 #12, (December 1992):8-12, 31.
- \*Gordon, Jack. "Rethinking Diversity." Training 29 #1 (January 1992):23-30.
- \*Halcrow, Allan. "Scaling the Recruitment Wall." [NASA Langley] Personnel Journal 70 #4 (April 1991):69-72.
- Harris, Philip R. Managing Cultural Differences. Houston: Gulf Publishing, 1991. PM HD63.4 H37 1991
- Hopkins, Shirley A. and Willie E. Hopkins. "Organizational Productivity 2000: A Work Force Perspective." SAM Advanced Management Journal 56 #4 (Autumn 1991):44-48.
- \*Jacob, John E. "Developing Productive People." Vital Speeches 57 #20 (August 1, 1991):623-626.
- Jamieson, David. Managing Workforce 2000: Gaining the Diversity Advantage. SF: Jossey-Bass, 1991. PM HF5549.5 .M3 J36 1991
- Jenkins, Harriett and James Carr, eds. "Forum: Valuing Differences and Managing Diversity." The Bureaucrat 20 #4 (Winter 1991-92):8-32.
- \*Johnson, Virginia. "Workforce Diversity." Successful Meetings 41 #5 (April 1992):122-126.
- Johnston, William B. "Global Work Force 2000." Harvard Business Review 69 #2 (March-April 1991):115-127.
- Johnston, William B. Workforce 2000: Work and Workers for the Twenty-First Century. Washington, D.C.: GPO, 1987. HD8072.5 .J64 1987
- "Leading Diversity." [interview with Ann Morrison] Training & Development 47 #4 (April 1993):39-43.

- Loden, Marilyn. Workforce America!: Managing Employee Diversity as a Vital Resource. Homewood, IL: Business One Irwin, 1991.  
PM HF5549.5 .M3 L64 1991
- Making Diversity Work. <audio> New York: AMACOM, 1992.  
video HD58.9 .M345 1993
- Morrison, Ann M. The New Leaders: Guidelines on Leadership Diversity in America. SF: Jossey-Bass, 1992. HD38.2 .M67 1992
- Petrini, Catherine M. "The Language of Diversity." Training & Development 47 #4 (April 1993):35-37.
- \*Ramsay, Robert D. "Dealing with Diversity in the Work Force." Supervision 54 #3 (March 1993):9-12.
- \*Roberts, Amy V. "Moving Toward Multiculturalism." Association Management 43 #12 (December 1991):20-26,51
- Sackmann, Sonja A. Cultural Knowledge in Organizations: Exploring the Collective Mind. Newbury Park, CA: Sage Publications, 1991.  
PM HD58.7 .S23 1991
- Simons, George F. The Questions of Diversity: Assessment Tools for Organizations & Individuals. Amherst, MA: ODT Inc., 1992.  
[on order]
- Simons, George F. Transcultural Leadership: Empowering the Diverse Workforce. Houston: Gulf Publishing, 1993. HD30.3 .H555 1993
- Sisneros, Antonio. "Hispanics in the Public Service in the Late Twentieth Century." Public Administration Review 53 #1 (January/February 1993):1-7.
- Street, Susan and Roy Popkin. "EPA's Seasoned Resource." [Managing/Valuing Diversity] The Public Manager 22 #1 (Spring 1993):26.
- Thiederman, Sondra B. Bridging Cultural Barriers for Corporate Success: How to Manage the Multicultural Work Force. Lexington, MA: Lexington Books, 1991. PM HF5549.5 .C6 T49 1991
- Thomas, R. Roosevelt. Beyond Race and Gender: Unleashing the Power of Your Total Work Force by Managing Diversity. New York: AMACOM, 1991. PM HF5549.5 .M5 T46 1991
- Thomas, R. Roosevelt. "From Affirmative Action to Affirming Diversity." Harvard Business Review 68 #2 (Mar/Apr 1990):107-117.
- \*Williams, Mary. "Managing Work-Place Diversity...the Wave of the '90s." Communication World 7 #1 (January 1990):16-19.
- For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #19

DOING MORE WITH LESS  
March 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

It can also be called downsizing or rightsizing, cost containment or cost reduction; doing more with less has different meanings and involves different processes. The most relevant meaning to NASA may be doing more (or at least the same) with less funding. Reducing costs, in general, involves at least two kinds of costs: the cost of bureaucracy and the cost of not being entrepreneurial enough. NASA costs also include operational and development costs.

The following books and articles cover these various areas of restructuring and budget savings. All items are available in the library, with the asterisked (\*) ones available from the PPM Librarian. Additional PPM Resource Lists may also be referred to: "Project Budgeting and Cost Control" [#8], "Innovation and Creativity in the Workplace" [#10] and "Program Control" [#15].

\*\*\*\*\*

\*"Corporations are Dissatisfied with Cost-Cutting." Personnel 68 #14 (October 1991):14.

\*Geissler, David. "An Approach to Lowering Cost of Satellite Development." IEEE Military Communications Conference, 30 Sept.-3 Oct. 1990. (1990):701-703.

Hendricks, Charles F. The Rightsizing Remedy: How Managers Can Respond to the Downsizing Dilemma. Homewood, IL: Business One Irwin, 1992. PM HD69.85 .H46 1992

\*Jacobs, Dorri. "Downsizing Without Distress." Management World 18 #2 (March/April 1989):27-28.

Jurie, Jay D. "Structured Query Language: An Instructional Tool for Public Administration." Public Productivity and Management Review 15 #3 (Spring 1992):371-380.

\*Kirkpatrick, David. "It's Simply Not Working [Government]." Fortune 122 #13 (November 19, 1990):179-196.

\*Korn, Susan and Steven Teske. "Creative Approaches to Corporate Change." Executive Excellence 8 #10 (October 1991):16.

\*Kuwahara, Yutaka and Yasutsugu Takeda. "A Managerial Approach to Research and Development Cost-Effectiveness Evaluation." IEEE Transactions on Engineering Management 37 #2 (May 1990):134-138.

Low-Cost Access to Space: Conference and Exhibition. Shephard Conferences, 1989. oversize TL789 .L3 L68 1989

\*Messmer, Max. "Cross-Discipline Training: A Strategic Method to Do More With Less." Management Review 81 #5 (May 1992):26-28.

\*Messmer, Max. "Rightsizing, Not Downsizing." Industry Week 241 #15 (August 3, 1992):23,26.

Michaels, Jack V. and William P. Wood. Design to Cost. NY. Wiley, 1989. PM TS167 .M53 1989

\*Muller, E.J. "Doing More With Less." Distribution 88 #2 (February 1989):29-30,34.

\*Neilson, Gary L. "Restructure for Excellence: The Secret in Downsizing." Management Review 79 #2 (February 1990):44-47.

\*Nienstedt, Philip R. "Effectively Downsizing Management Structures." Human Resource Planning 12 #2 (1989):155-165.

Osborne, David. Reinventing Government. Reading, MA: Addison-Wesley, 1992. JK469 .072 1992

Payne, Seth. "Why NASA Will Have to Come Down to Earth." Business Week #3271 (June 22, 1992):110-111.

\*Pennell, James P. and Robert I. Winner. "Concurrent Engineering: Practices and Prospects." IEEE Global Telecommunications Conference and Exhibition (1989):18.5.1-18.5.9.

Pittinger, Bruce R. "Upside to Downsizing." Executive Excellence 8 #10 (October 1991):15-16.

\*Prevost, Tom. "Management's Holy Grail--Organizational Restructuring." CMA Magazine 66 #1 (February 1992):23-25.

\*Reynolds, Larry. "Fed to States: Do More with Less." Management Review 81 #8 (August 1992):20-21.

\*Robinson, Betty and Marvin Druker. "Innovative Approaches to Downsizing: The Experience in Maine." Employment Relations 18 #1 (Spring 1991):79-87.

Thompson, Fred. "Management Control and the Pentagon: The Organizational Strategy-Structure Mismatch." Public Administration Review 51 #1 (January/February 1991):52-66.

\*Tomasko, Robert M. "Restructuring: Getting It Right." Management Review 81 #4 (April 1992):10-15.

For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #20

JOSEPH M. JURAN: A READING LIST  
April 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

J.M. Juran has been writing about total quality management issues for decades. This list, therefore, only purports to cover most recent items by and about J.M. Juran. Reading the books and articles that follow show that his approach to TQM is based on "The Juran Trilogy": quality planning, quality control and quality improvement.

Asterisked (\*) articles are available through the PPM Librarian, other articles may be ordered on interlibrary loan. Books are held in the Library, but are very popular, so please call 202-358-0168 to see if the desired title is available for loan; if it is not, a hold will be placed in your name for when the item is returned.

\*\*\*\*\*

Recent Writings By J.M. Juran

\*"Departmental Quality Planning." National Productivity Review 11 #3 (Summer 1992):287-300.

Juran on Quality By Design: the New Steps for Planning Quality Into Goods and Services NY: Free Press, 1992. TS156 .J854 1992 in process

\*"World War II and the Quality Movement." Quality Progress 24 #12 (December 1991):19-24.

"The Evolution of Japanese Leadership in Quality." Journal for Quality & Participation 14 #4 (July/August 1991):72-77.

"Quality Advisor: Made in the USA." Manufacturing Engineering 106 #4 (April 1991):10,12.

"Made in USA--A Quality Resurgence." Journal for Quality & Participation 14 #1 (March 1991):6-8.

"Strategies for World-Class Quality." Quality Progress 24 #3 (March 1991):81-85.

"China's Ancient History of Managing for Quality, Part II." Quality Progress 23 #8 (August 1990):25-30.

"China's Ancient History of Managing for Quality." Quality Progress 23 #7 (July 1990):31-35.

\*"Universal Approach to Managing for Quality." Executive Excellence 6 #5 (May 1989):15-17.

Juran on Leadership for Quality. NY: Free Press, 1989.  
QM TS156 .J79 1989

"Managing for Quality." Journal for Quality & Participation 11 #1 (March 1988):8-12.

Juran on Planning for Quality. NY: Free Press, 1988.  
QM TS156 .J87 1988

Juran on Quality by Design. NY: Free Press, 1992. QM TS156 .J854 1992

Juran's Quality Control Handbook. NY: McGraw-Hill, 1988.  
QM TS156 .J87 1988

#### Writings About J.M. Juran

\*Blackiston, Howland. "How Juran Institute Works with Clients." Quality 31 #8 (August 1992):Q13.

Ciampi, Dan. "Planning a Successful Steering Committee." Journal for Quality & Participation 15 #7 (December 1992):22-34.

\*Foster, Geoffrey. "The Juran Quality Cure." Management Today (November 1987):78-79+.

\*Keehley, Pat and Steve Medlin. "Productivity Enhancements Through Quality Innovations." Public Productivity & Management Review 15 #2 (Winter 1991):217-228. [about TQM at IRS Center in Ogden Utah]

\*Penzer, Erika. "A Philadelphia Story." Incentive 165 #7 (July 1991):33-36. [about improvements at VA Office]

\*Port, Otis. "W. Edwards Deming and J.M. Juran: Dueling Pioneers." Business Week (October 25, 1991):17.

\*"Quality Can't Be Delegated." Supervision 50 #5 (May 1988):6-7. [about Juran's remarks at RIT College of Business]

Retkwa, Rosalyn. "Quality Management, Not Just Quality Control, Should Be the Corporate Ideal." Business Marketing 77 #9 (April 1992):9. [views of J.M. Juran]

Rohan, Thomas M. "Quality Improvement: Mandate Rather than Motivate." Industry Week 236 (May 2, 1988):58. [Juran interview]

For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #21

EMPLOYEE MOTIVATION  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

An essential part of project management and TQM that often gets overlooked is the human element. Other TQM procedures and processes can do little without the involvement of those doing the jobs. Actively seeking out the suggestions of employees, who often know how to improve their jobs but have never been asked, can only benefit efforts at continuous improvement and organizational change.

All books and articles are available at NASA HQ Library. Those with a "PM" before the call number are in the Program/Project Management Collection, those with a "QM" are in the TQM Collection, and the rest are in the general collection. Contact the PPM Librarian for articles preceded by an asterisk (\*).

\*\*\*\*\*

Albrecht, Karl. The Only Thing That Matters: Bringing the Power of the Customer into the Center of Your Business. New York: HarperBusiness, 1992. QM HF5415.5 .A425 1992  
[See Chapter 3 "Empowering People with Knowledge: Winning the Hearts, Minds, and Hands"]

\*Boyle, Daniel. "To Employees 'Thanks' Means Millions--Literally." Supervision 53 #11 (November 1992):3-6.

Byham, William C. Zapp! The Lightning of Empowerment: How to Improve Productivity, Quality, and Employee Satisfaction. New York: Ballantine Books, 1992. PM HD5650 .B93 1992

Carder, Brooks and James D. Clark. "The Theory and Practice of Employee Recognition." Quality Progress 25 #12 (December 1992):25-30.

\*Carey, Robert. "Is Your Team Tired?" Successful Meetings 41 #12 (November 1992):97-100.

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For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #22

RISK MANAGEMENT  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

In recent Code FT courses on Project Management, risk management has been defined as:

the process of balancing risk with cost, schedule, and other programmatic considerations. It consists of risk identification, risk assessment, decision-making on the disposition of risk...and tracking the effectiveness of the results of the actions resulting from the decisions.

Risk management includes qualitative and quantitative factoring, and reading the following articles and books will provide deeper insight into this major aspect of project planning. All books and articles are available at Headquarters Library. Articles preceded by an asterisk (\*) can be copied from the library's ProQuest article retrieval system.

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For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #23

REINVENTING GOVERNMENT  
Revised August 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

The aim of "Reinventing Government", at least according to the book of the same name, is to transform the public sector by adding an entrepreneurial spirit to Federal and state bureaucracies. This is, of course, currently a hot topic considering Vice President Gore's National Performance Review.

Reading the following books and articles (all available at Headquarters Library; for information on asterisked articles, contact the PPM Librarian) can help us study the question of how viable the concept is of changing the mindset of Federal and state bureaucracies for improved performance at lower cost to the taxpayer. As Marcel Proust wrote (per Osborne & Gaebler in Reinventing Government), "The real voyage of discovery consists not in seeking new lands, but in seeing with new eyes."

\*\*\*\*\*

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For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #24

REENGINEERING  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Reengineering (sometimes written as re-engineering; usually by computer specialists) is currently a hot topic in management, but some would argue it is hardly a new concept. It is, rather, another term for evaluating internal management and business processes. As many of the following items state, reengineering is not simply process improvement; reengineering suggests questioning the value of an entire process, and combines breakthrough thinking with TQM. Michael Hammer, one of the authors listed below, writes:

At the heart of reengineering is the notion of discontinuous thinking--of recognizing and breaking away from outdated rules and fundamental assumptions that underlie operations. Unless we change the rules, we are merely rearranging the deck chairs on the Titanic.

The following items are all available at Headquarters Library; please contact the PPM Librarian for help in obtaining copies of asterisked (\*) articles.

\*\*\*\*\*

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For more information, or to obtain additional PPM Resource Lists, please contact the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #25

MANAGERIAL COMPETENCE  
Revised September 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Many of the following articles deal with what traits makes a good manager, others deal with the question of whether it is possible to develop a standardized competency assessment for managers. Richard Boyatzis, in his classic The Competent Manager cited below, put the matter clearly:

Organizations need managers to be able to reach their objectives. They need competent managers to be able to reach these objectives both efficiently and effectively.

Readers of this list may find PPM Resource List #7 "Quality Metrics and Measurements" useful. Once managerial competence is defined it may be necessary to find ways to measure that competence, since management certification might become a future Federal requirement.

\*\*\*\*\*  
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For more information, or to obtain additional PPM Resource Lists, please contact the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #26

CREATING THE HIGH-PERFORMANCE ORGANIZATION  
July 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

The "high-performance" organization, as discussed in the following books and articles, owes much of its success to its employees. It is not really a TQM term, but more an indication of a learning organization that provides training in the following areas: redesign of business processes, delegation of work, teamwork, company-wide communication, shared vision, and advanced technology skills. A high-performance business improves faster than its competition and sustains that rate, while satisfying all its stakeholders.

All of the following items are available to NASA personnel through NASA HQ Library. Asterisked (\*) items are available through the ProQuest article retrieval system. Others can obtain the material easily through their own organizations. Please refer to PPM Resource List #11 Organizational Change for related references.

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For more information, or to obtain additional PPM Resource Lists, please contact the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #27

THE LEARNING ORGANIZATION  
August 1993

Provided by the Code FT Program/Project Management Librarian  
at NASA Headquarters Library

Introduction

Peter Senge, one of the most eloquent proponents of learning organizations, defines them in The Fifth Discipline as:

Organizations where people continually expand their capacity to create the results they desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.

Some of the following items focus on how to get adults to learn, others on what they need to learn. All are available at NASA HQ Library; of particular interest are those by Senge and Argyris, the latter of whom discusses single-loop learning (which maintains an organization) and double-loop learning (which redefines the organization). Many of the cited items cover both of these types of learning--a key activity of NASA Headquarters Code FT.

\*\*\*\*\*  
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For more information, or to obtain additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #28

CREATIVE PROBLEM SOLVING

August 1993

Provided by the Code FT Program/Project Management Librarian  
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Introduction

Ralph Waldo Emerson describes in his Journals how simple a solution to a problem may appear to be once it has been implemented:

I like people who can do things. When Edward and I struggled in vain to drag our big calf into the barn, the Irish girl put her finger into the calf's mouth and led her in directly.

Some of the following items focus on finding ways to "drag the calf into the barn," others on the creative thinking that leads to such problem solving. See PPM Resource List #10 "Innovation and Creativity in the Workplace" for related material; all cited material is available at Headquarters Library. Items followed by an asterisk (\*) are available through the PPM Librarian.

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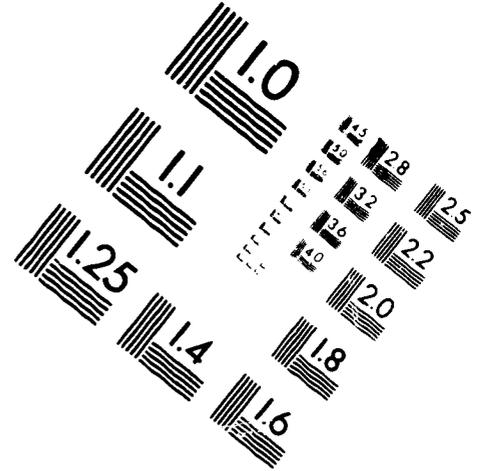
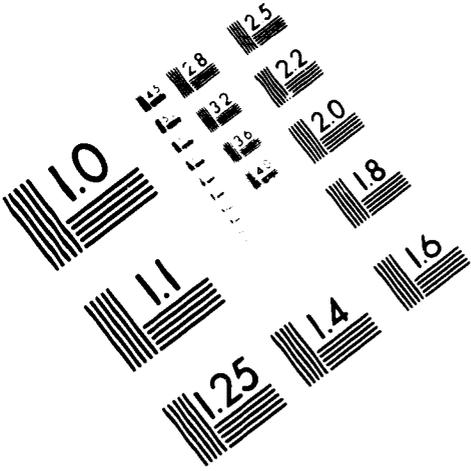
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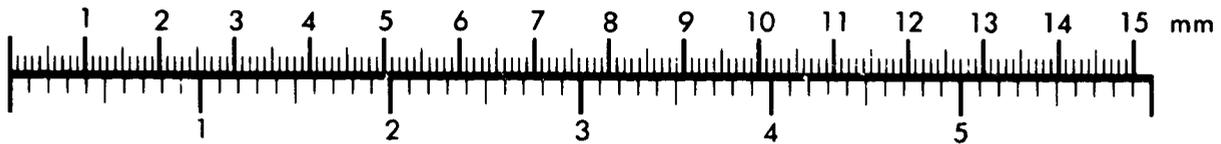
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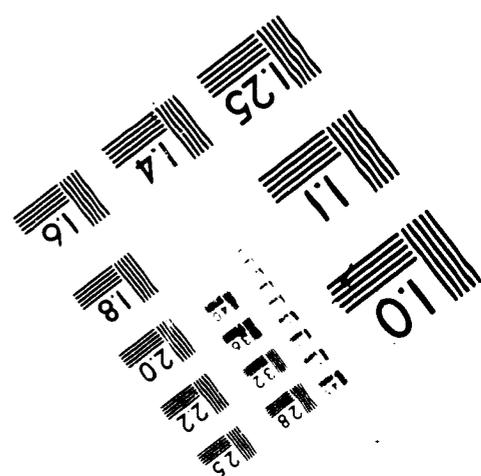
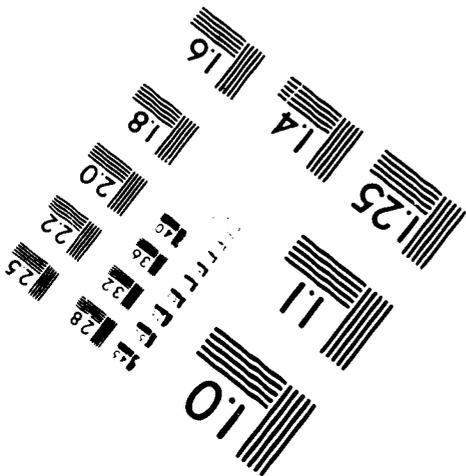
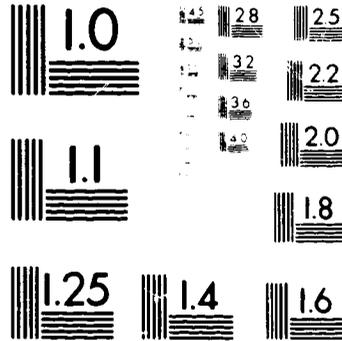
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