This microfiche was produced according to ANSI / AIIM Standards and meets the quality specifications contained therein. A poor blowback image is the result of the characteristics of the original document.
PROGRAM/PROJECT MANAGEMENT RESOURCE LISTS

Provided by the Code FT
Program/Project Management Librarian

PPMI

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

N94-1307
Unclas

63/82 0186533

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
<table>
<thead>
<tr>
<th>List#</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Project Management Introductory Texts</td>
</tr>
<tr>
<td>#2</td>
<td>Developing Leadership Skills</td>
</tr>
<tr>
<td>#3</td>
<td>Planning Meetings and Presentations</td>
</tr>
<tr>
<td>#4</td>
<td>Selected Articles on TQM in the Public Sector</td>
</tr>
<tr>
<td>#5</td>
<td>Teams and Teamwork</td>
</tr>
<tr>
<td>#6</td>
<td>The Deming Management Method</td>
</tr>
<tr>
<td>#7</td>
<td>Quality Metrics and Measurements</td>
</tr>
<tr>
<td>#8</td>
<td>Project Budgeting and Cost Control</td>
</tr>
<tr>
<td>#9</td>
<td>Systems Engineering</td>
</tr>
<tr>
<td>#10</td>
<td>Innovation and Creativity in the Workplace</td>
</tr>
<tr>
<td>#11</td>
<td>Organizational Change</td>
</tr>
<tr>
<td>#12</td>
<td>Creating the Empowered Organization</td>
</tr>
<tr>
<td>#13</td>
<td>The Benchmarking Process</td>
</tr>
<tr>
<td>#14</td>
<td>Pitfalls and Roadblocks to Successful TQM</td>
</tr>
<tr>
<td>#15</td>
<td>Program Control</td>
</tr>
<tr>
<td>#16</td>
<td>Vision and Strategic Planning</td>
</tr>
<tr>
<td>#17</td>
<td>Group Dynamics and Decision Making for Project Success</td>
</tr>
<tr>
<td>#18</td>
<td>Managing Cultural Diversity</td>
</tr>
<tr>
<td>#19</td>
<td>Doing More with Less</td>
</tr>
<tr>
<td>#20</td>
<td>Joseph M. Juran: A Reading List</td>
</tr>
<tr>
<td>#21</td>
<td>Motivation of Employees</td>
</tr>
<tr>
<td>#22</td>
<td>Risk Management</td>
</tr>
<tr>
<td>#23</td>
<td>Reinventing Government</td>
</tr>
<tr>
<td>#24</td>
<td>Reengineering</td>
</tr>
</tbody>
</table>
#25  Managerial Competence
#26  Creating the High Performance Organization
#27  The Learning Organization
#28  Creative Problem Solving
Program/Project Management Resource List #1

Project Management Introductory Texts

July 1992

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

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.


For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.
PROGRAM/PROJECT MANAGEMENT : RESOURCES LIST #2

DEVELOPING LEADERSHIP SKILLS
Revised August 1993

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

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.


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


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 at NASA Headquarters Library

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.


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 &

Balk, Walter L., G. Bouckaert and Kevin M. Bronner. "Notes on the
Theory and Practice of Government Productivity Improvement." Public

Ballard, John A. and Debra M. Trent. "Idea Generation and
Productivity: the Promise of CSM." Public Productivity &

Bowman, James J. "Quality Improvement in a State Agency
Revisited." Public Productivity & Management Review 11 #1 (Fall

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

Cohen, Steven and Ronald Brand. "Total Quality Management in the
U.S. Environmental Protection Agency." Public Productivity &

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

*Garrity, Rudolph B. "Total Quality Management: An Opportunity for
High Performance in Federal Organizations." Public Administration


For more information, or to request additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.
Programming/Project Management Resource List #5

Teams and Teamwork
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. Items without those indicators are in the main collection. Listed articles may be copied in the library.

-----------------------------------------------------------------------------------------------------------------------------------


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


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


For more information, or to receive additional PPM Resource Lists, please call the PPM Librarian at 202-358-0172.
QUALITY METRICS AND MEASUREMENTS
Revised September 1993

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

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.


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,

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

Systems Analysis: Engineering Planning and Technology Management.

Fleming, Quentin W. Cost/Schedule Control Systems Criteria: The
PM HD47.3 .F64 1988

Hoban, Frank and William Lawbaugh. Readings in Systems
PM TA168 .R36 1993

Kerzner, Harold. "Cost Control." [Chapter 15] Project Management:
A Systems Approach to Planning, Scheduling and Controlling. New

Knutson, Joan Ryan. "Developing and Monitoring the Cost Baseline."
[Chapter 8] How to Be a Successful Project Manager. New York:

Publications, 1983. PM HD47.4 L48

Love, Sydney F. "Budgeting and Controlling the Cost: How to Avoid


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

Francis T. Hoban and William M. Lawbaugh, in their recent NAS. 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]**


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


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


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


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.

*****************************************************************


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


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
PM HD58.9 .B345 1992

*Bean, Thomas J. and Jacques G. Gros. "R&D Benchmarking at AT&T."

Bemowski, Karen. "The Benchmarking Pandwagon." Quality Progress

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

Camp, Robert C. Benchmarking (NASA TQM 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

Enslo, Beth. "The Benchmarking Bonanza." Across the Board 29 #4

*Harkleroad, David H. "Competitive Intelligence: A New

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


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

******************************************************************************


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


Leibman, Michael S. "Getting Results from TQM." HRMagazine (September 1992):34-38.


Shaffer, James C. "Quality Where it Doesn't Count." Across the Board 29 #10 (October 1992):11-12


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

PROGRAMCONTROL
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.

---------------------------------------------------------------

PM HD69 .P75 A46 1993

*Caldwell, Michelle. "The Unique Contributions of a 'Special

Diekmann, J.E. and H. Al-Tabtabai. "Knowledge-Based Approach to
Construction Project Control." International Journal of Project


*Goff, Thomas L. "Owners Specify Contractor's
K.4.3.


Hackney, John W. Control and Management of Capital Projects. New

*Kezsbom, Deborah S. "Match Strategies to Structure With a Project
Management Requirements Analysis." Industrial Engineering 23 #4


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


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


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.

*************************************************************************


*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.
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


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


Writings About J.M. Juran


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

[See Chapter 3 "Empowering People with Knowledge: Winning the Hearts, Minds, and Hands"]


[See Part 4 "Supervise Assertively" pp. 71-88]


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.

*R. Bryant, Michael W. etal. "Risk Management Roundtable: Improving
Performance with Process Analysis." Risk Management 39 #11

[91A21798 microfiche]

Chicken, John C. The Risk Ranking Technique in Decision Making.

Cooper, Dale F. Risk Analysis for Large Projects: Models, Methods,

Defense Systems Management College. Risk Assessment Techniques: A
Handbook for Program Management Personnel. Ft. Belvoir: DSMC,
1983. PM UC263 .R57 1983

Defense Systems Management College. Risk Management: Concepts and

*Esenberg, Robert W. "Risk Management in the Public Sector." Risk
Management 39 #3 (March 1992):72-78.


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

-----------------------------


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


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.


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


Thomas, Alan B. "Does Leadership Make a Difference to Organizational Performance?" *Administrative Science Quarterly* 33 #3 (1988):388-400.

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

********************************************************************************


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 at NASA Headquarters Library

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.


For more information, or to obtain additional copies of PPM Resource Lists, please call 202-358-0172.