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PROGRAM/PROJECT MANAGEMENT RESOURCES

A COLLECTION OF 50 BIBLIOGRAPHIES FOCUSING ON CONTINUAL IMPROVEMENT, REINVENTING GOVERNMENT, AND SUCCESSFUL PROJECT MANAGEMENT
[Second edition]

By Jeffrey Michaels

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PROGRAM/PROJECT MANAGEMENT INITIATIVE

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INTRODUCTION TO THE SECOND EDITION

These Program/Project Management Resource Lists were originally written for the NASA project management community. Their purpose was to promote the use of the NASA Headquarters Library Program/Project Management Collection funded by NASA Headquarters Code FT, Training & Development Division, by offering introductions to the management topics studied by today's managers. Lists were also written at the request of NASA Headquarters Code T, Office of Continual Improvement, and at the request of NASA members of the National Performance Review. This is the second edition of the compilation of these bibliographies; the first edition was printed in March 1994.

Although the audience for these bibliographies has extended beyond NASA, each citation includes its availability to NASA readers, especially those at Headquarters. Call numbers for books are those found at NASA Headquarters Library; a "PM" before the call number indicates it is in the Program/Project Management Collection, a "QM" indicates the Quality & Productivity Awareness Collection funded by Code T, and books without those indicators are in the main circulating collection. The majority of articles cited are available in the NASA Headquarters Library collection. Articles preceded by an asterisk (*) are available on the ProQuest CD-ROM system in the library; a "BPO" number indicates the article is in the Business Periodicals On-Disc file, an "INSPEC" number indicates the IEEE file. Books and articles preceded by a # are not available in the library but may be ordered on interlibrary loan by NASA registered borrowers. Some books have an "on order" status, which means they had not been received as of the printing of this compilation.

We hope these lists prove useful to employees throughout NASA as well as all others who obtain copies in print or electronic format. It must be noted, however, that employees of other agencies should utilize their own libraries to obtain the materials cited. NASA employees and contractors interested in borrowing items should contact me at the address below.

Additional resource lists continue to be written at the rate of one or two per month. The 50 lists included in this compilation are also updated regularly to keep them current. Please telephone, write, or e-mail any questions, comments, or suggestions you may have to:

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #1

PROJECT MANAGEMENT BASICS

Revised September 1994

*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 and provide general introductions on the subject. 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 resource lists will cover specific areas of program and project management and total quality management.

The AMA Handbook of Project Management. New York: AMACOM, 1993.

PM HD69 .P75 A46 1993

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

Heisler, Sanford. The Wiley Project Engineer's Desk Reference. New York: Wiley, 1994.

PM TA151 .H425 1994

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

Kezsbom, Deborah S. and others. 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**
- 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**
- Military Project Management Handbook. New York: McGraw-Hill, 1993. **PM UC263 .M463 1993**
- Nicholas, John M. Managing Business and Engineering Projects: Concepts and Implementation. Englewood Cliffs, NJ: Prentice-Hall, 1990. **PM HD69 .P75 N53 1990**
- Penner, Donald. The Project Manager's Survival Guide: the Handbook for Real-World Project Management. Columbus: Battelle Press, 1994. **PM HD69 .P75 P46 1994**
- 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**
- 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**
- Reiss, Geoff. Project Management Demystified: Today's Tools and Techniques. London: Chapman & Hall, 1991. **PM HD69 .P75 R45 1991**
- 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**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #2

DEVELOPING LEADERSHIP SKILLS

Revised September 1994

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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."* In his book The Leader-Manager, William Hitt explains that leadership training is *"based on the premise that every manager has a certain amount of leadership potential and that this potential can be further developed."* That is also the premise of this resource list, and the material cited below offers an introduction to the topic.

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

Beck, John D. The Leader's Window. New York: Wiley, 1994. **PM HD57.7 .B428 1994**

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

Bennis, Warren G. Leaders: the Strategies for Taking Charge. New York: Harper & Row, 1985. **PM HD57.7 .B46 1985**

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**

Bowen, H. Kent and others. "Make Projects the School for Leaders." Harvard Business Review 72 #5 (September-October 1994):131-140.

Burns, James MacGregor. Leadership. New York: Harper & Row, 1978. **PM HM141 .B847 1978a**

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

Conger, Jay. "The Brave New World of Leadership Training." Organizational Dynamics 21 #3 (Winter 1993):46-57.

- Conger, Jay A. Learning to Lead: the Art of Transforming Managers into Leaders. San Francisco: Jossey-Bass, 1992. **PM HD57.7 .C665 1992**
- Cox, Danny. Leadership When the Heat's On. New York: McGraw-Hill, 1992. **HD57.7 .C69 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. **PM & QM HD57.7 .D46 1990**
- De Pree, Max. Leadership Jazz. New York: Doubleday, 1992. **PM HD57.7 .D47 1992**
- Donnithorne, Larry. The West Point Way of Leadership: From Learning Principled Leadership to Practicing It. New York: Currency Doubleday, 1993. **PM HD57.7 .D66 1993**
- *Fraser, Ronald. "Leadership in Turbulent Times." Training & Development Journal 44 #12 (December 1990):35-38. **[BPO 00526664]**
- Heimovics, Richard D. and others. "Executive Leadership and Resource Dependence in Nonprofit Organizations: A Frame Analysis." Public Administration Review 53 #5 (September/October 1993):419-427.
- *Herman, Robert D. and Richard D. Heimovics. "An Investigation of Leadership Skill Differences in Chief Executives of Nonprofit Organizations." American Review of Public Administration 20 #2 (June 1990):107-124. **[BPO 00520816]**
- 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**
- Hitt, William D. Thoughts on Leadership: A Treasury of Quotations. Columbus, OH: Battelle Press, 1993. **PM HD57.7 .T47 1991**
- *Hossack, Richard. "A New Style of Leadership." Canadian Business Review 20 #3 (Autumn 1993):30-33. **[BPO 00770281]**
- *House, Robert J. and others. "Personality and Charisma in the U.S. Presidency: A Psychological Theory of Leader Effectiveness." Administrative Science Quarterly 36 #3 (September 1991):364-396. **[BPO 00575664]**
- Johnson, Richard S. TQM: Leadership for the Quality Transformation. Milwaukee: ASQC, 1993. **PM & QM HD62.15 .J64 1993**

- *Joplin, Janice R. "Developing Effective Leadership: An Interview With Henry Cisneros." Executive 7 #2 (May 1993):84-92. **[BPO 00707830]**
- Kets de Vries, Manfred F.R. Leaders, Fools, and Impostors: Essays on the Psychology of Leadership. San Francisco: Jossey-Bass, 1993. **PM HD57.7 .K478 1993**
- Ketteringham, John M. and P. Ranganath Nayak. Breakthroughs!: How Leadership and Drive Created Commercial Innovations That Swept the World. San Diego: Pfeiffer & Co., 1994. **PM HF5415.153 .N38 1994**
- Kotter, John P. The Leadership Factor. New York: Free Press, 1988. **PM HD57.7 .K67**
- Kouzes, James M. and Barry Z. Pozner. Credibility: How Leaders Gain and Lose It, Why People Demand It. San Francisco: Jossey-Bass, 1993. **PM HD57.7 .K678 1993**
- 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 HF5500.2 .K65 1990**
- Langdon, Michael J. Where Leadership Begins: Key Skills of Today's Best Managers. Milwaukee: ASQC Quality Press, 1993. **PM HD31 .L3156 1993**
- Leaders on Leadership: Interviews with Top Executives. Boston: Harvard Business School, 1992. **PM HD38.5 .U6 L4 1992**
- Leadership in a New Era: Visionary Approaches to the Biggest Crisis of Our Time. San Francisco: New Leaders Press, 1994. **PM HD57.7 .L433 1994**
- Likert, Rensis. The Human Organization: Its Management and Value. New York: McGraw-Hill, 1967. **HD31 .L425**
- Luecke, Richard A. Scuttle Your Ships Before Advancing: Lessons from History on Leadership & Change for Today's Managers. New York: Oxford University Press, 1993. **PM HD30.5 .L83 1994**
- Lundy, James L. Lead, Follow, or Get Out of the Way: Invaluable Insights into Leadership Style. San Diego: Pfeiffer & Co., 1993. **PM HD57.7 .L85 1993**
- Lynch, Richard. Lead! How Public and Nonprofit Managers Can Bring Out the Best in Themselves and Their Organizations. San Francisco: Jossey-Bass, 1993. **PM HD57.7 .L96 1993**
- *Magee, Roderick R., II and others. "Leadership Succession: Tactics for Change." Group & Organization Studies 16 #2 (June 1991):125-142. **[BPO 00554891]**

- 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**
- Myers, M. Scott. Rhymes of the Ancient Manager: Leadership in a New Age. Choctaw Publishing, 1994. **[on order]**
- Oakley, Ed and Doug Krug. Enlightened Leadership. Denver, CO: Stone Tree Publishing, 1992. **PM HD57.7 .O23 1991**
- Pagonis, William G. Moving Mountains: Lessons in Leadership and Logistics from the Gulf War. Boston: Harvard Business School Press, 1992. **PM DS79.72 .P34 1992**
- Pagonis, William G. "The Work of the Leader." Harvard Business Review 70 #6 (November/December 1992):118-126.
- Rehfeld, John E. Alchemy of a Leader: Combining Western and Japanese Management Skills to Transform Your Company. New York: Wiley, 1994. **PM HD70 .U5 R45 1994**
- *Sandbulte, Arend. "Lead Don't Manage." Industry Week 242 #21 (November 1, 1993):16-18. **[BPO 00780643]**
- Schmidt, Warren H. and Jerome P. Finnigan. TQManager: A Practical Guide for Managing in a Total Quality Organization. San Francisco: Jossey-Bass, 1993. **PM HD62.15 .S363 1993**
- *Scott, William G. and Terence R. Mitchell. "The Universal Barnard: His Meta-Concepts of Leadership in the Administrative State." Public Administration Quarterly 13 #3 (Fall 1989):295-320. **[BPO 00486465]**
- Snyder, Neil H. Vision, Values & Courage: Leadership for Quality Management. New York: Free Press, 1994. **PM HD57.7 .S69 1994**
- Stodgill, Ralph Melvin. Stodgill's Handbook of Leadership: A Survey of Theory and Research. New York: Free Press, 1981. **PM HM141 .S83 1981**
- Terry, Robert W. Authentic Leadership: Courage in Action. San Francisco: Jossey-Bass, 1993. **PM HD57.7 .T46 1993**
- Wheatley, Margaret. Leadership and the New Science: Learning about Organizations from an Orderly Universe. San Francisco: Berrett-Koehler, 1992. **PM Q158.5 .W43 1992**
- Wilson, Jeanne M. Leadership Trapeze: Strategies for Leadership in Team-Based Organizations. San Francisco: Jossey-Bass, 1994. **PM HD57.7 .W54 1994**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #3

PLANNING MEETINGS AND PRESENTATIONS

Revised September 1994

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Introduction

Meetings and presentations are an unavoidable part of any type of management system, and the items listed below offer insight into how to sharpen skills in these areas to prevent valuable work time from being wasted. The following list is but an introduction to the topic, you may wish to find articles on other aspects on this subject, including teleconferencing, meeting costs, speaking skills and personality styles at meetings.

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**

Bailey, Edward P. A Practical Guide for Business Speaking. New York: Oxford U. Press, 1992. **HF5718.22 .B35 1992**

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**

Filson, Brent. Executive Speeches: Tips on How to Write and Deliver Speeches From 51 CEOs. New York: Wiley, 1994. **HF5718 .F55 1994**

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**
- Lambert, Clark. The Business Presentations Workbook. Englewood Cliffs, NJ: Prentice Hall, 1988. **PM HF5718 .L35 1988**
- Mastering Meetings: Discovering the Hidden Potential of Effective Business Meetings. [the 3M Method] New York: McGraw-Hill, 1994. **[on order]**
- Nadler, Leonard and Zeance Nadler. The Conference Book. Houston: Gulf Publishing, 1977. **PM AS6 .N25 1977**
- Nelson, Robert B. The Presentation Primer: Getting Your Point Across. Burr Ridge, IL: Irwin Professional Publishing, 1994. **HF5718.22 .N45 1994**
- 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**
- Rabb, Margaret Y. The Presentation Design Book. Chapel Hill: Ventana Press, 1993. **PM T385 .R33 1993**
- Simmons, Sylvia H. How to Be the Life of the Podium: Openers, Closers & Everything in Between to Keep Them Listening. New York: AMACOM, 1993. **PN4193 .I5 S493 1993**
- Tagliere, Daniel. How to Meet, Think, and Work to Consensus. San Diego: Pfeiffer, 1993. **HD66 .T34 1992**
- *Waddle, Jeffrey R. "Management Styles That Make Meetings Work." Association Management 45 #11 (November 1993):40-44. **[BPO 00784607]**
- Walters, Lilly. Secrets of Successful Speakers. New York: McGraw-Hill, 1993. **PM PN4121 .W327 1993**
- *Wiesendanger, Betsy. "We Have to Stop Meeting Like This." Sales & Marketing Management 145 #6 (June 1993):30-32. **[BPO 00734850]**
- 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**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #4

SELECTED ARTICLES ON PUBLIC SECTOR TQM EFFORTS
Pre-National Performance Review

*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 quality improvement efforts in the public sector--local, state and federal--and provide case studies and strategies. PPM Resource List #23 "Reinventing Government" should be consulted for additional references on this subject since the National Performance Review began its activities in late 1993.

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. and others. "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 16 #1 (Fall 1992):53-63.

Bowsher, Charles A. "Meeting the New American Challenge in a Federal Agency: Lessons from the GAO." Public Administration Review 52 #1 (January/February 1992):3-7.

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.

*Dobell, A.R. "The Public Administrator: God? Or Entrepreneur? Or Are They the Same in the Public Service." American Review of Public Administration 19 #1 (March 1989):1-11.

[BPO 00462061]

*Durant, Robert F. and Laura A. Wilson. "Public Management, TQM, and Quality Improvement: Toward a Contingency Strategy." American Review of Public Administration 23 #3 (September 1993):215-245. **[BPO 00765929]**

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

[BPO 00698249]

- Gilbert, G. Ronald. "Quality Improvement in a Federal Defense Organization." Public Productivity & Management Review 16 #1 (Fall 1992):65-75.
- Golembiewski, Robert T. "What is Tough About Public Sector Change." [pp.11-42] Humanizing Public Organizations. Mt. Airy, MD: Lomond, 1985. **PM JF1411 .G62 1985**
- 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.
- 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. **[BPO 00578262]**
- 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." [two parts] Quality Progress 26 #6 (June 1993):45-48 & 26 #7 (July 1993):57-62.
- Stratton, Brad. "The Continuing Expedition of Federal Quality Missionaries." Quality Progress 26 #7 (July 1993):35-37.
- Wagenheim, George D. and John H. Reurink. "Customer Service in Public Administration." Public Administration Review 51 #3 (May/June 1991):263-270.
- 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.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #5

TEAMS AND TEAMWORK

Revised September 1994

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Introduction

The following items focus on the essentials of successful teamwork, for, as Peter Scholtes writes in The Team Handbook, there are many skills required of team members:

Expertise in the subject at hand is indispensable. But participants in a successful project must also know how to work as a team, plan, conduct good meetings, manage logistics and details, gather useful data, analyze the data, communicate the results and implement changes.

Blake, Robert R. and others. 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**

Dumaine, Brian. "The Trouble With Teams." Fortune 130 #5 (September 5, 1994): 86-92.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #6

THE DEMING MANAGEMENT METHOD

Revised September 1994

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

Introduction

The following items focus on writings by and/or about W. Edwards Deming. This quality guru, perhaps most famous for his 14 points and the quality prize named for him in Japan, passed away on December 20, 1993. His legacy will be the writings and videos he left behind which have helped spark quality improvement efforts around the world. The Japanese began taking his approach to quality after WW II, and American industry finally began to follow suit in the 1980s. What his impact on the public sector will be is still to be determined.

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

*Bhote, Keki R. "Dr. W. Edwards Deming - A Prophet With Belated Honor in His Own Country." National Productivity Review 13 #2 (Spring 1994):153-159. **[BPO 00827244]**

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

Delavigne, Kenneth T. Deming's Profound Changes: When Will the Sleeping Giant Awaken? Englewood Cliffs, NJ: PTR Prentice Hall, 1994. **PM HD38 .D439 D45 1994**

The Deming Library. <20 videos> Chicago, IL: Films Incorporated, 1992.
QM HD38 .D439 D44 1992 v.1-20

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

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

Dobyns, Lloyd. Thinking About Quality: Progress, Wisdom and the Deming Philosophy. New York: Random House, 1994. **PM TS156 .D615 1994**

- *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. **[BPO 00507282]**
- Fellers, Gary. The Deming Vision: SPC/TQM for Administrators. Milwaukee: ASQC Press, 1992. **QM HD62.15 .F45 1992**
- Fellers, Gary. Why Things Go Wrong: Deming Philosophy in a Dozen Ten-Minute Sessions. Pelican Publishing, 1994. **[on order]**
- 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**
- Glasser, William. The Control Theory Manager: Combining the Control Theory of... Glasser with the Wisdom of W. Edwards Deming. New York: HarperBusiness, 1994. **PM HD38 .G565 1994**
- Gluckman, Perry and Diana Reynolds Roome. Everyday Heroes of the Quality Movement: From Taylor to Deming - The Journey to Higher Productivity. New York: Dorset House, 1993. **PM HD56 .G58 1993**
- Kilian, Cecelia S. The World of W. Edwards Deming. Knoxville, TN: SPC Press, 1992. **PM TS140 .D45 A3 1992**
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- Mann, Nancy R. The Keys to Excellence: The Story of the Deming Philosophy. LA: Prestwick Books, 1989. **PM TS156 .M32 1985**
- Neave, Henry R. The Deming Dimension. Knoxville: SPC Press, 1990. **PM HD38 .N43 1990**
- 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**
- Stevens, Tim. "Dr. Deming: 'Management Today Does Not Know What Its Job Is.'" Industry Week 243 #2 (January 17, 1994):21-24.
- Walton, Mary. Deming Management at Work. New York: Putnam's, 1990. **PM HD38 .D439 W34 1990**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #7

QUALITY METRICS AND MEASUREMENTS

Revised September 1994

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Introduction

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

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

*Barrier, Michael. "Learning the Meaning of Measurement." Nation's Business 82 #6 (June 1994):72-74. **[BPO 00870894]**

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

Capezio, Peter. "Measurements." [Chapter 11] Taking the Mystery Out of TQM. Hawthorne, NJ: Career Press, 1993. **QM HD62.15 .C35 1993**

Christopher, William F. Handbook for Productivity Measurement and Improvement. Portland, OR: Productivity Press, 1993. **PM HC110 .L3 H36 1993**

Coppola, Anthony. Measuring the Quality of Knowledge Work. Griffiss AFB, NY: 1991. **[N91-26994]**

Cupello, James M. "A New Paradigm for Measuring TQM Progress." Quality Progress 27 #5 (May 1994):79-82.

*Edvardsson, Bo and Jan Mattsson. "An Experience-Based Measure of Service Quality." Service Industries Journal 13 #4 (October 1993):289-306. **[BPO 00778324]**

Gale, Bradley. Managing Customer Value: Creating Quality and Service that Customers Can See. New York: Free Press, 1994. **PM HF5415.157 .G34 1994**

- Gitlow, Howard. Tools and Methods for the Improvement of Quality. Homewood, IL: Irwin, 1989. **QM TS156 .T587 1989**
- 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**
- Kemps, Robert R. Fundamentals of Project Performance Measurement. San Diego: San Diego Publishing, 1994. **PM HD69 .P75 K456 1992**
- Kinlaw, Dennis C. Continuous Improvement and Measurement: A Team-Based Approach. Homewood, IL: Irwin, 1992. **PM HD62.15 .K56 1992**
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- Kume, Hitoshi. Statistical Methods for Quality Improvement. Tokyo: AOTS, 1985. **PM & QM TS156 .S797 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.
- Meyer, Christopher. "How the Right Measures Help Teams Excel." Harvard Business Review 72 #3 (May/June 1994):95-97+.
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- *Sherwood, Mark K. "Difficulties in the Measurement of Service Outputs." Monthly Labor Review 117 #3 (March 1994):11-19. **[BPO 00841857]**
- 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. **[BPO 00556808]**
- Sloma, Richard S. How to Measure Managerial Performance. New York: Macmillan, 1980. **PM HD58.9 .S57**
- Szakonyi, Robert. "Measuring R&D Effectiveness." [two parts] Research-Technology Management 37 #2 (March/April 1994):27-32 and 37 #3 (May-June 1994):44-55.
- Walsh, Francis J. Current Practices in Measuring Quality. New York: Conference Board, 1989. **PM TS155 .C37 1989**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #8

PROJECT BUDGETING AND COST CONTROL

Revised September 1994

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Introduction

Cost control is an essential part of project management, and the following items either deal solely with budgeting and cost control, or include useful chapters on the subject. A search of the NASA RECON database using the terms cost analysis, cost reduction and cost effectiveness will result in thousands of other papers on the subject as it relates to NASA. See PPM Resource List #15 "Program Control" for related material.

*"Achieving Cost and Schedule Goals: Contracting Approaches that Really Worked." Cost Engineering 36 #3 (March 1994):17-20. [BPO 00831313]

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**

*Brown, Thomas L. "Cost Control: The Next Quality Movement?" Industry Week 243 #9 (May 2, 1994):19. [BPO 00856511]

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

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

Fleming, Quentin. Subcontract Planning and Organization. Chicago: Probus Publishing, 1993. **PM HD2381 .F55 1993**

*Hatwell, Ronald J. "Cost Engineering System for the Future." Cost Engineering 35 #3 (March 1993):13-17. [BPO 00694703]

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**

- 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
- 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
- *Samad, Sarwar A. "Fast-Track Management for Projects with Multiple Sites." Cost Engineering 36 #5 (May 1994):17-23. **[BPO 00859695]**
- 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**
[includes 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. **[BPO 00691914]**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #9

SYSTEMS ENGINEERING

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Introduction

Francis T. Hoban and William M. Lawbaugh write in their recent NASA publication Readings in Systems Engineering that the designers of the pyramids practiced a form of systems engineering, but it was not until 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 of exploring space better, cheaper and faster only increase the need for improved systems engineering. A search of the RECON database will find thousands of papers, what follows is simply 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 Management in the 21st Century." IEEE International Conference on Systems, Man and Cybernetics (1990):733-738.
[INSPEC 4120540]

Formal Methods in Systems Engineering. London: Springer, 1993.

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

*Grey, Stephen. "Generating Momentum for Systems Engineering." IEE Colloquium on "In House Systems Engineering Practice" (1990):4/1-4/4. **[INSPEC 3615484]**

*Hitchins, D.K. "IEE Draft Guide to the Practice of System Engineering." IEE Colloquium on 'Risk Analysis Methods and Tools' (1992):1-19. **[INSPEC 4209463]**

Hitchins, D.K. Putting Systems to Work. New York: Wiley, 1992. **PM QA76.9 .S88 H58 1992**

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. **[INSPEC 3577996]**

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

*McLaughlin, Larry L. "Multiple Cooperating Views: A New Perspective for Systems Engineering." IEEE International Conference on Systems Engineering (1989):191-195. **[INSPEC 3577994]**

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

*Rankin, J. "Avionics Systems Engineering Education." IEEE/AIAA 10th Digital Avionics Systems Conference (1991):110-114. **[INSPEC 4243969]**

Reilly, Norman B. Successful Systems Engineering for Engineers and Managers. New York: Van Nostrand Reinhold, 1993. **PM TA168 .R375 1993**

*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] **[INSPEC 4355468]**

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

*Skytte, K. "Engineering a Small System." IEEE Spectrum 31 #3 (March 1994):63-65. **[INSPEC 4703017]**

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

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. **PM TA168 .S885 1993**

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

When Technology Fails: Significant Technological Disasters, Accidents, and Failures of the Twentieth Century. Detroit: Gale Research, 1994. **TA169.5 .W44 1994**

*Willoughby, John K. "Adaptations to the Systems Engineering Management Process for Projects with Incomplete Requirements." IEEE International Conference on Systems Engineering (1989):197-200. **[INSPEC 3589813]**

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

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #10

INNOVATION AND CREATIVITY IN THE WORKPLACE

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Introduction

Innovation and creativity are key elements of successful project management. The only difference between creative people and those who believe they lack such ability may be that the former see themselves as innovators. As journalist/poet, Edgar Guest (1881-1959) wrote in It Couldn't Be Done (cited in The Manager's Book of Quotations NY: American Management Association, 1989):

*Somebody said that it couldn't be done,
But he with a chuckle replied
That "maybe it couldn't" but he would be one
Who wouldn't say no till he'd tried.
So he buckled right in with the trace of a grin
On his face. If he worried he hid it.
He started to sing as he tackled the thing
That couldn't be done, and he did it.*

Please see PPM Resource List #28 "Creative Problem Solving" for additional material.

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**

Campbell, David P. Inklings: Collected Columns on Leadership & Creativity. Center for Creative Leadership, 1992. **PM HD57.7 .C36 1992**

Caroselli, Marlene. Breakthrough Creativity! Developing Ideas That Make a Difference. White Plains, NY: Quality Resources, 1994. **PM HD53 .C375 1994**

Carr, Clay. The Competitive Power of Constant Creativity. New York: AMACOM, 1994.
PM HD53 .C38 1994

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

- Dasgupta, Subrata. Creativity in Invention & Design: Computational & Cognitive Explorations of Technological Originality. Cambridge U. Press, 1994. **[on order]**
- De Bono, Edward. De Bono's Thinking Course. New York: Facts on File, 1985. **PM BF455 .D363 1985**
- De Bono, Edward. Lateral Thinking: Creativity Step By Step. New York: HarperPerennial, 1973. **PM BF408 .D287 1973**
- De Bono, Edward. Serious Creativity: Using the Power of Lateral Thinking to Create New Ideas. New York: HarperBusiness, 1992. **PM BF408 .D4427 1992**
- Gamache, R. Donald. The Creativity Infusion: How Managers Can Start and Sustain Creativity and Infusion. New York: Harper & Row, 1989. **PM HD53 .G36 1989**
- Gardner, Howard. Creating Minds. New York: Basic Books, 1993. **BF408 .G33 1993**
- Goleman, Daniel. The Creative Spirit. New York: Dutton, 1992. **PM BF408 .G57 1992**
- Gretz, Karl F. Empowering Innovative People: How Smart Managers Challenge and Channel Their Creative People Chicago: Probus, 1994. **PM HF5549.5 .M63 G7 1994**
- 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 University Press, 1990. **PM HD53 .K56 1990**
- Kuhn, Robert L., ed. Generating Creativity & Innovation in Large Bureaucracies. Westport, CT: Greenwood Publishing, 1993. **PM HD53 .G46 1993**
- Mattimore, Bryan W. 99% Inspiration: Tips, Tales & Techniques for Liberating Your Business Creativity. New York: AMACOM, 1994. **PM HD53 .M374 1994**
- McDermott, Robin. Employee-Driven Quality: Releasing the Creative Spirit of Your Organization Through Suggestion Systems. White Plains, NY: Quality Resources, 1993. **PM HF5549.5 .S8 M35 1993**
- Michalko, Michael. Thinkertoys: A Handbook of Business Creativity for the 90s. Berkeley, CA: Ten Speed Press, 1991. **PM HD53 .M53 1991**
- Miller, William C. Quantum Quality: Quality Improvement Through Innovation, Learning & Creativity. White Plains, NY: Quality Resources, 1993. **QM HD62.15 .M55 1993**

- Minarik, Etienne. Individual Motivation: Removing the Blocks to Creative Involvement. Cambridge, MA: Productivity Press, 1992. **PM HF5549.5 .M63 M56 1992**
- Mitroff, Ian I. and Harold A. Linstone. The Unbounded Mind: Breaking the Chains of Traditional Business Thinking. New York: Oxford University Press, 1993. **PM HF1131 .M58 1993**
- Ray, Michael. Creativity in Business. Garden City, NY: Doubleday, 1986. **PM HD53 .R39 1986**
- Rothenberg, Albert. The Creativity Question. Duke University Press, 1976. **[on order]**
- Rouse, William. Strategies for Innovation: Creating Successful Products, Systems, and Organizations. New York: Wiley, 1992. **T173.8 .R68 1992**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #11

ORGANIZATIONAL CHANGE

Revised September 1994

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Introduction

The following titles deal with planning and/or initiating organizational change and offer some fine analysis on the subject. Read them, keeping in mind the following passage from Don Juan by Lord Byron, quoted from The Manager's Book of Quotations:

*Well, well--the world must turn upon its axis;
And all mankind turn with it, heads or tails;
And live and die, make love and pay our taxes,
And, as the veering wind shifts, shift our sails.*

Please refer to PPM Resource Lists #36 "Change Management" and #44 "Change Agents" for additional material.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #12

CREATING THE EMPOWERED ORGANIZATION

Revised September 1994

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Introduction

Empowerment is seen by some as an essential part of TQM and project management because it can lead to both increased productivity and employee satisfaction. It is also referred to as participative management, high involvement management and/or employee involvement, and since there may be as much written about the negatives of worker empowerment as there are the positives, the list that follows covers both. Whatever its advantages, it is clear that empowerment does not work for all organizations, and is one of the most difficult aspects of continual improvement to implement.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #13

THE BENCHMARKING PROCESS

Revised September 1994

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Introduction

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

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #14

PITFALLS AND ROADBLOCKS TO SUCCESSFUL TQM

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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 following items include specific case studies as well as general rules for most productive continuous improvement efforts.

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- *Kendrick, John J. "Companies Continue to Embrace Quality Programs--But Has TQ Generated More Enthusiasm Than Results?" Quality 31 #5 (May 1992):13. **[BPO 00613963]**
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- 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**
- Luther, David B. "Advanced TQM: Measurements, Missteps, and Progress Through Key Result Indicators at Corning." National Productivity Review 12 #1 (Winter 1992/1993):23-36.
- 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. **[BPO 00580139]**
- 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**
- *Stevens, David P. "Avoiding Failure with Total Quality." Quality 32 #12 (December 1993):18-22. **[BPO 00799807]**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #15

PROGRAM CONTROL

Revised September 1994

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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.

Program control is not a RECON subject term, but additional papers on the subject may be found using such terms as cost analysis, cost effectiveness, cost reduction and project planning. Related material may be found on PPM Resource List #8 "Project Budgeting and Cost Control."

*Boyken, Donald R. "Is Your Project Heading for Trouble? How to Recognize the Signs." Cost Engineering 35 #7 (July 1993):7-8. [BPO 00731973]

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- *Manzanera, Ignacio. "Planning and Scheduling for Success." AACE Transactions (1990):M.5.1-M.5.5. **[BPO 00534426]**
- *Michalak, Christopher F. "Establishing Project Controls for International Projects--the Esperanto of Project Controls." AACE Transactions (1992):I.3.1-I.3.5. **[BPO 00636334]**
- *Moore, John M. "Effective Use of Management Control Systems." AACE Transactions (1990):P.5.1-P.5.4. **[BPO 00534437]**
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- *Parkinson, Don. "International Project Cost Model." Cost Engineering 35 #10 (October 1993):11-16. **[BPO 00778501]**
- *Singh, Rohit. "Cost/Schedule Control vs Computer Programs." AACE Transactions (1991):C.3.1-C.3.3. **[BPO 00558363]**
- *Silverberg, Eric C. "Predicting Project Completion." Research-Technology Management 34 #3 (May-June 1991):46-49. **[BPO 00548841]**
- 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**
- Yunus, Nordin B. and others. "Development of a Knowledge-Based Schedule Planning System." Project Management Journal 21 #4 (December 1990):39-46.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #16

VISION AND STRATEGIC PLANNING

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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.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #17

GROUP DYNAMICS AND DECISION MAKING FOR PROJECT SUCCESS

Revised September 1994

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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. Please refer to PPM Resource Lists #5 "Teams and Teamwork," and #29 "Interpersonal Relations and Team Success" for related material.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #18

MANAGING CULTURAL DIVERSITY

Revised September 1994

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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.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #19

DOING MORE WITH LESS

Revised September 1994

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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. 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].

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oversize TL789 .L3 L68 1989

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[BPO 00628326]

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*Nienstedt, Philip R. "Effectively Downsizing Management Structures." Human Resource Planning 12 #2 (1989):155-165. **[BPO 00461772]**

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

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #20

JOSEPH M. JURAN: A READING LIST

Revised September 1994

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Introduction

J.M. Juran has been a guru of the quality improvement movement 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, and that his writings deserve some attention.

Recent Writings By J.M. Juran

Managerial Breakthrough: Thirtieth Anniversary Edition. New York: McGraw-Hill, 1994.
[on order]

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[BPO 00772308]

"Made in U.S.A.: A Renaissance in Quality." Harvard Business Review 71 #4 (July/August 1993):42-50.

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Juran on Planning for Quality. New York: Free Press, 1988. **QM TS156 .J85 1988**

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Writings About J.M. Juran

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*Kirker, Tracy Benson. "Dr. Juran." [interview] Industry Week 243 #7 (April 4, 1994):12-16.
[BPO 00844890]

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #21

EMPLOYEE MOTIVATION

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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 is one form of motivation, and can only benefit continuous improvement efforts. Motivation can also include cash and non-cash awards. See PPM Resource List #12 "Creating the Empowered Organization" for related material, for as W.C. Fields wrote about motivation:

Remember, a dead fish can float downstream, but it takes a live one to swim upstream.

(cited in The Manager's Book of Quotations)

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- Ryan, Kathleen D. and Daniel K. Oestreich. Driving Fear From the Workplace: How to Overcome the Invisible Barriers to Quality, Productivity, and Innovation. San Francisco: Jossey-Bass, 1991. **PM HD58.9 .R93 1991**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #22

RISK MANAGEMENT

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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 both qualitative and quantitative factoring. Reading the following articles and books will provide deeper insight into this major aspect of project planning. All space activities include risk; the following items cover how to analyze and minimize that risk.

*Augustine, Norman. "Is Any Risk Acceptable Today?" Across the Board 31 #5 (May 1994):14-15.

*Bryant, Michael W. and others. "Risk Management Roundtable: Improving Performance with Process Analysis." Risk Management 39 #11 (November 1992):47-53. [BPO 00647147]

*Burlando, Tony. "Chaos and Risk Management." Risk Management 41 #4 (April 1994):54-61. [BPO 00848688]

Chicken, John C. Managing Risks and Decisions in Major Projects. London: Chapman & Hall, 1994. [on order]

Cooper, Dale F. Risk Analysis for Large Projects: Models, Methods, and Cases. New York: Wiley, 1987. PM TA169 .C66 1987

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

Design to Reduce Technical Risk. New York: McGraw-Hill, 1993. PM TA174 .D485 1993

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Sells, Bill. "What Asbestos Taught Me About Managing Risk." Harvard Business Review 72 #2 (March/April 1994):76-90.

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*Smith, A. "The Risk Reduction Plan: A Positive Approach to Risk Management." IEEE Colloquium on Risk Analysis Methods and Tools. 1992. **[INSPEC 4209470]**

Sprent, Peter. Taking Risks: the Science of Uncertainty. New York: Penguin, 1988. **PM QA273 .S6975 1988**

*Stone, J.R. and others. "Managing Risk in Civil Engineering by Machine Learning from Failures." IEEE First International Symposium on Uncertainty Modeling and Analysis. Los Alamitos, CA: IEEE Computer Society Press, 1991. pp.255-259. **[INSPEC 4011358]**

Toft, Brian and Simon Reynolds. Learning From Disasters. Butterworth-Heinemann, 1994. **[on order]**

Wideman, R. Max., ed. Project and Program Risk Management: A Guide to Managing Project Risks and Opportunities. Drexel Hill, PA: Project Management Institute, 1992. **PM HD69 .P75 P7 1992**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #23

REINVENTING GOVERNMENT

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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 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. Please see PPM Resource List #4 "Selected Articles on Public Sector TQM Efforts" for more material on this subject. 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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Bennis, Warren. Beyond Bureaucracy: Essays on the Development and Evolution of Human Organization. San Francisco: Jossey-Bass, 1993. PM HM131 .B432 1993

Benveniste, Guy. Professionalizing the Organization: Reducing Bureaucracy to Enhance Effectiveness. San Francisco: Jossey-Bass, 1987. PM HM131 .B437 1987

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Boroughs, Don L. "Bureaucracy Busters." U.S. News & World Report (November 30, 1992):49-54.

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- Cohen, Steven and Ronald Brand. Total Quality Management in Government. San Francisco: Jossey-Bass, 1993. **PM & QM JF1411 .C64 1993**
- *Cole, Roger L. and Larry A. Pace. "Power to Change: the Case of TVA." Training & Development 45 #8 (August 1991):59-64. **[BPO 00564281]**
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- Glenn-Ryan, Rebecca M. and Edward J. Guss. "Training and Organizational Change." [at OPM] Public Productivity & Management Review 13 #2 (Winter 1989):187-193.
- Goodgame, Dan. "A Prophet of Innovation." [about David Osborne] Time (December 14, 1992):50-51.
- Gore, Al, Jr. "The New Job of the Federal Executive." Public Administration Review 54 #4 (July/August 1994):317-321.
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- Holly, Lyn. "NAPA's Classification Model: Another View." Bureaucrat 20 #4 (Winter 1991-1992):39-42.
- Hunt, V. Daniel. Quality Management for Government: A Guide to Federal, State, & Local Implementation. Milwaukee: ASQC Quality Press, 1993. **PM JF1525 .T67 H86 1993**
- Ingraham, Patricia W. New Paradigms for Government: Issues for the Changing Public Service. San Francisco: Jossey-Bass, 1994. **PM JF1525 .O73 N493 1994**
- Johnson, Kenneth. Busting Bureaucracy. Homewood, IL: Business One Irwin, 1993. **PM HD58.9 .J64 1993**

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- King, Paula J. and Nancy C. Roberts. "An Investigation into the Personality Profile of Policy Entrepreneurs." Public Productivity & Management Review 16 #2 (Winter 1992):173-190.
- Levin, Martin A. Making Government Work: How Entrepreneurial Executives Turn Bright Ideas into Real Results. San Francisco: Jossey-Bass, 1994. **PM JF1351 .L468 1994**
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- Shoop, Tom. "The Reinvention Rage." Government Executive 25 #3 (March 1993):10-16,50.
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- Thompson, Fred. Reinventing the Pentagon: How the New Public Management Can Bring Institutional Renewal. San Francisco: Jossey-Bass, 1994. **PM UB153 .T46 1994**
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- *Warner, David. "Bureaucracy, Heal Thyself." Nation's Business 81 #10 (October 1993):66-68. **[BPO 00771992]**
- *Wechsler, Barton. "Florida's Civil Service Reform." Spectrum: the Journal of State Government 66 #1 (Winter 1993):45-51. **[BPO 00672306]**
- Wilson, James Q. Bureaucracy: What Government Agencies Do and Why They Do It. New York: Basic Books, 1989. **JK421 .W52 1989**
- Window on Waste: Atrophy in NASA Management: Hearing Before the Subcommittee on Investigations and Oversight of the Committee on Science, Space and Technology. Washington, D.C.: Government Printing Office, 1992. **[93N13693]**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #24

REENGINEERING

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Introduction

Reengineering (sometimes written as 're-engineering'), or business process reengineering, 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.

Beyond the Basics of Reengineering: Survival Tactics for the '90s. White Plains, NY: Quality Resources, 1994. [on order]

Business Process Reengineering: Current Issues and Applications. Norcross, GA: Institute of Industrial Engineers, 1993. **HD58.8 .B886 1993**

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Davenport, Thomas H. Process Innovation: Reengineering Work Through Information Technology. Boston: Harvard Business School Press, 1992. **HC79 .I55 D37 1993**

De-Engineering the Organization: Margaret Wheatley Reveals How to Achieve Greater Order and Productivity Inside Your Organization. <video> Industry Week/CRM Films, 1994.

PM HD58.8 .D44

Dixon, J. Robb and others. "Business Process Reengineering: Improving in New Strategic Directions." California Management Review 36 #4 (Summer 1994):93-108.

Donaldson, Gordon. Corporate Restructuring: Managing the Change Process From Within. Boston: Harvard Business School Press, 1994. **[on order]**

*Farrell, John. "A Practical Guide for Implementing Reengineering." Planning Review 22 #2 (March/April 1994):40-45. **[BPO 00842224]**

*Furey, Tim R. and Stephen G. Diorio. "Making Reengineering Strategic." Planning Review 22 #4 (July/August 1994):6-11+. **[BPO 00884068]**

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Hunt, V. Daniel. Reengineering: Leveraging the Power of Integrated Product Development. Essex Junction, VT: Oliver Wight, 1993. **PM HD69 .T54 H8 1993**

*Janson, Robert. "How Reengineering Transforms Organizations to Satisfy Customers." National Productivity Review 12 #1 (Winter 1992/93):45-53. **[BPO 00656393]**

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- *Ligus, Richard. G. "Methods to Help Reengineer Your Company for Improved Agility." Industrial Engineering 25 #4 (January 1993):58-59. **[BPO 00669197]**
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- Lowenthal, Jeffrey N. Reengineering the Organization: A Step-By-Step Approach to Corporate Revitalization. Milwaukee: ASQC Quality Press, 1994. **[on order]**
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- *Strassmann, Paul A. "The Hocus-Pocus of Reengineering." Across the Board 31 #6 (June 1994):35-38. **[BPO 00869387]**
- *Taylor, Susan. "Patent & Trademark Office Sets the Standard for Reengineering Government." Industrial Engineering 26 #4 (April 1994):36-38. **[BPO 00841453]**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #25

MANAGERIAL CORE COMPETENCE

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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.

Core competence addresses the collective learning of an organization. Prahalad and Hamel, cited below, introduced the concept and said three tests can be applied to determine a core competency:

First, a core competence provides potential access to a wide variety of markets...Second, a core competence should make a significant contribution to the perceived customer benefits of the end product...Finally, a core competence should be difficult for competitors to imitate. And it will be difficult if it is a complex harmonization of individual technologies and production skills.

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[BPO 00604470]

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[See pp.225-37 "11 Managerial Practices" & pp.535-45 "Benchmarks"]

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[BPO 00554245]

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #26

CREATING THE HIGH-PERFORMANCE ORGANIZATION

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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. Please refer to PPM Resource List #11 Organizational Change for related references.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #27

THE LEARNING ORGANIZATION

Revised September 1994

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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. 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). A main purpose of these resource lists is to facilitate organizational learning at NASA, as well as at any other organization which receives these bibliographies.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #28

CREATIVE PROBLEM SOLVING

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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.
(cited in The Manager's Book of Quotations)

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.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #29

INTERPERSONAL RELATIONS AND TEAM SUCCESS

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Introduction

Team success depends in large part upon its members ability to interact with each other because of the myriad of different personalities involved. Personality assessment tests can be interpreted incorrectly, but those such as the MBTI (Myers-Briggs) do at least allow individuals to learn something about themselves and how a variety of personality types interact.

Team members may not be able to or even want to change their personality traits, but learning how to deal with others is an essential part of project management. Robert Bramson writes in his book Coping With Difficult People:

As a management consultant I have found that most of my clients spend more time talking about how to cope with problem employees, bosses, customers, and co-workers than about anything else.

The following items cover determining an individual's personality type and how to use such knowledge to improve project and team success. Please refer to PPM Resource List #17 "Group Dynamics and Decision Making for Project Success" for related material.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #30

IDENTIFYING AND SATISFYING CUSTOMERS

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Introduction

Listening to the "voice of the customer" is regarded by many as an essential part of all continual improvement efforts. Knowing who your customers are and what they need may allow the elimination of work processes not needed by the customer. As a result, operations can be streamlined leading to even greater customer satisfaction. John Guaspari, an expert on customer awareness, simplifies the problem in The Customer Connection, a book cited below:

*They have the money, you want it.
They have the perception, you cause it.
You know what it's like, you've lived it.
You know what needs doing, so do it.*

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**

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- Werz, Edward W. The Complete Customer Service Letter Book. New York: McGraw-Hill, 1993. **QM HF5726 .W45 1993**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #31

STATISTICAL PROCESS CONTROL

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Introduction

Statistical Process Control (SPC) is a method of monitoring, controlling and, ideally, improving a process through statistical analysis. Its four basic steps include measuring the process, eliminating variances in the process to make it consistent, monitoring the process, and improving the process to its best target value.

Much of the cited material covers how to collect the data necessary to SPC, and what charts might best portray that data. A common obstacle to successful use of SPC is getting bogged down with charts (fishbone, pareto, etc.), forgetting that visual representation of data is but a tool, not an end in itself.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #32

TAGUCHI METHODS FOR QUALITY CONTROL

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Introduction

Genichi Taguchi developed a systematic approach for the application of experiments to improve product design and process quality. Reading the following books and articles will provide an introduction to Mr. Taguchi's approach, which he calls off-line quality control. He describes on-line quality control as control charts and SPC (see PPM Resource List #31 "Statistical Process Control" for more information) while off-line control methods include quality loss functions, never-ending improvement and parameter design experiments.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #33

MANAGEMENT COMMUNICATION

Revised September 1994

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Introduction

Communication is such an important skill in the workplace that the following citations have been provided to accompany PPM Resource List #17 "Group Dynamics and Decision Making for Project Success" and List #29 "Interpersonal Relations for Team Success" to provide more readings on this subject.

Items below cover up-down communication, asking the right questions, proper listening skills, communication between different personality and job types, and many other such skills. Regular readers of management journals will find many more such articles, indeed some journals are devoted entirely to management communication.

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- Young, Mary and James E. Post. "Managing to Communicate, Communicating to Manage: How Leading Companies Communicate with Employees." Organizational Dynamics 22 #1 (Summer 1993):31-43.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #34

INTERNATIONAL COOPERATION IN SPACE

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Introduction

As costs of megaprojects soar, international cooperation on such projects becomes more common. The following readings cover some of the issues involved with internal cooperation in space--economics, legality, technology transfer and cultural diversity. NASA's international activities should continue to flourish, and more and more papers will appear on the topic. Please refer to PPM Resource Lists #48 and #49 for additional material related to U.S.-Japan and U.S.-Russia joint projects.

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*Bailetti, A.J. and J.R. Callahan. "The Coordination Structure of International Collaborative Technology Arrangements." R&D Management 23 #2 (1993):129-146. **[BPO 00701479]**

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #35

THE COST OF QUALITY

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Introduction

What is the cost of quality? Does it raise the price of goods and services? Are huge savings possible by implementing continual improvement efforts? These questions are not easy ones, but quality is measurable, as are its costs. Philip Crosby, in Quality is Free, writes that the cost of quality is "*the expense of nonconformance--the cost of doing things wrong.*" Some prefer the term "*cost of poor quality*" (COPQ) because that implies what happens when continual improvement efforts are derailed or postponed. As A.V. Feigenbaum, an early writer on the subject states in Total Quality Control:

Today, we not only recognize the measurability of quality costs but that these costs are central to the management and engineering of modern total quality control as well as to the business strategy planning of companies and plants.

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- Rust, Roland. Return on Quality: Measuring the Financial Impact of Your Company's Quest for Quality. Chicago: Probus, 1993. **[on order]**
- *Salm, James L. "Examining the Costs of Quality." Manufacturing Systems 9 #4 (April 1991):48-50. **[BPO 00547249]**
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- Tenner, Arthur R. and Irving J. DeToro. Total Quality Management: Three Steps to Continuous Improvement. Reading, MA: Addison-Wesley, 1992. **QM HD62.15 .T46 1992**
- *Tyson, Thomas. "Measuring Quality Costs at the Corporate Level: An Empirical Analysis of Organizational Determinants." Akron Business & Economic Review 21 #2 (Summer 1990):58-68. **[BPO 00506096]**
- Unal, Resit and Edwin B. Dean. "Analysis of Quality Costs--A Critical Element in CIM." 5th International Conference on CAD/CAM (1990). **[91A24874]**
- *Youde, Richard K. "Cost-of-Quality Reporting: How We See It." Management Accounting 73 #7 (January 1992):34-38. **[BPO 00596029]**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #36

CHANGE MANAGEMENT

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Introduction

One definition of change management is found in Root Cause Analysis by Paul F. Wilson and others:

The Process of modifying/revising a particular design, operation, technique, or system. Includes both hardware and software (such as procedures, organization, document revision, etc.), as well as transition planning.

To others, change management can simply refer to the need to *manage* changes that occur, instead of allowing change to become a tidal wave that knocks down all who stand before it. Please see PPM Resource List #11 "Organizational Change" and #44 "Change Agents" for additional references.

Berger, Lance A. and others. The Change Management Handbook: A Road Map to Corporate Transformation. Irwin Publishing, 1993. **PM HD58.8 .B472 1994**

Bloch-Flynn and Kenneth Vlach. "Employee Awareness Paves the Way for Quality." [change management at Xerox] HRMagazine 39 #7 (July 1994):78-80.

*Boddy, David. "Managing Change in Changing Times." Management Services 37 #10 (October 1993):22-26. **[BPO 00783738]**

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*Burke, W. Warner and others. "Managers Get a 'C' in Managing Change." Training & Development 45 #5 (May 1991):87-92. **[BPO 00553219]**

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- Mink, Oscar G. and others. Change at Work: the Total Transformation Management Process. San Francisco: Jossey-Bass, 1993. **PM HD58.8 .C453 1993**
- *Recardo, Ronald J. "The What, Why and How of Change Management." Manufacturing Systems 9 #5 (May 1991):52-58. **[BPO 00551728]**
- Troy, Kathryn. Change Management: An Overview of Current Initiatives. New York: Conference Board, 1994. **PM HD58.8 .T76 1994**
- Werner, Joseph G. Managing the Process, the People, and Yourself. Milwaukee: ASQC Quality Press, 1993. **QM TS155 .W457 1993**
- *Whittle, S. and others. "Total Quality and Change Management: Integrating Approaches for Organisation Design." Third International Conference on Factory 2000. (1992):95-100. **[INSPEC 4244644]**
- Wilson, Paul F. and others. Root Cause Analysis: A Tool for Total Quality Management Milwaukee: ASQC Quality Press, 1993. **QM HD62.15 .W55 1993**
- *Woodward, Nina E. "HR at the Center of Change Management: A Model and Its Application at a Midwest Financial Institution." Employment Relations Today 20 #2 (Summer 1993):167-174. **[BPO 00739556]**
- *Worthington, B. "The Development of a Business Improvement Programme." Third International Conference on Factory 2000. (1992):18-23. **[INSPEC 4244631]**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #37

TQM CASE STUDIES

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Introduction

Studying total quality management case studies is a useful endeavor. It not only helps prevent duplicating the mistakes of other organizations, it also often saves money and time by avoiding having to "reinvent the wheel." Some of the case studies listed below are from government, and others from business and industry. As with benchmarking, it is important to use case studies carefully. Public sector organizations might have ideas useful to the private sector, and vice versa, but different goals and customers might require some customizing of lessons learned.

*Anfuso, Dawn. "L.L. Bean's TQM Efforts Put People Before Processes." Personnel Journal 73 #7 (July 1994):72-83. **[BPO 00883981]**

Bemowski, Karen. "The Air Force Quality Flight Plan." Quality Progress 27 #6 (June 1994):25-29.

Boyett, Joseph H. and others. The Quality Journey: How Winning the Baldrige Sparked the Remaking of IBM. New York: Dutton, 1993. **PM HD9696 .C64 I48316 1993**

Creech, Bill. The Five Pillars of TQM: How to Make Total Quality Management Work for You. New York: Dutton, 1994. **PM HD62.15 .C74 1994**

*Doherty, Rick and others. "Quality Improvement Strategies at Douglas Aircraft." Quality 32 #9 (September 1993):15-18. **[BPO 00757699]**

*Ferrero, Mathew J. "Self-Directed Work Teams Untax the IRS." Personnel Journal 73 #7 (July 1994):66-71. **[BPO 00883979]**

Frangos, Stephen J. Team Zebra: How 1500 Partners Revitalized Eastman Kodak's Black & White Film-Making Flow. Essex Junction,VT: Omneo, 1993. **PM HD58.4 .F73 1993**

George, Stephen and Arnold Weimerskirch. Total Quality Management: Strategies and Techniques Proven at Today's Most Successful Companies. New York: Wiley, 1994. **PM HD62.15 .W44 1994**

Government Quality and Productivity: Success Stories. Milwaukee: ASQC Quality Press, 1992. **PM & QM JK768.4 .G68 1992**

Higgins, Ronald C. and Michael L. Johnson. "Total Quality Enhances Education of U.S. Army Engineers." National Productivity Review 11 #1 (Winter 1991/1992):41-49.

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- *Partlow, Charles G. "How Ritz-Carlton Applies 'TQM'" Cornell Hotel & Restaurant Administration Quarterly 34 #4 (August 1993):16-24. **[BPO 00748193]**
- Patterson, Denise M. and others. "Hughes' Cornerstone of Continuous Improvement: An Internal Evaluation and Corrective Action System." National Productivity Review 12 #3 (Summer 1993):395-401.
- *Poole, Jeanne C. and others. "Paying for Performance in a TQM Environment." HRM Magazine 38 #10 (October 1993):68-74. **[BPO 00778078]**
- Radel, Robert J. and others. "The Road to Quality Traveled by the TVA's Environmental Research Center." National Productivity Review 13 #3 (Summer 1994):399-415.
- *Santora, Joyce E. "A Quality Program Transforms Saco Defense." Personnel Journal 72 #5 (May 1993):90-101. **[BPO 00704300]**
- Schwarz, Robert A. Recovering Prosperity Through Quality: the Midland City Story. Milwaukee: ASQC Quality Press, 1993. **QM HC106.8 .S4 1993**
- Sherman, Joe. In the Rings of Saturn. [Saturn Car Corporation] New York: Oxford University Press, 1994. **PM HD9710 .U54 G47557 1994**
- Spechler, Jay W. Managing Quality in America's Most Admired Companies. San Francisco: Berrett Koehler, 1993. **QM HD62.15 .S646 1993**
- Spechler, Jay W. When America Does It Right: Case Studies in Service Quality. Norcross, GA: Industrial Engineering and Management Press, 1991. **QM HF5415.5 .S625 1991**
- Wipper, Laura R. "Oregon Department of Transportation Steers Improvement with Performance Measurement." National Productivity Review 13 #3 (Summer 1994):359-367.
- Wood, Patricia B. "How Quality Government is Being Achieved." (Wright-Patterson AFB) National Productivity Review 11 #2 (Spring 1992):257-264.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #38

TRAINING GAMES

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Introduction

Many of the subjects covered in these resource lists can be disseminated throughout an organization through employee training programs. Code FT offers many such programs to NASA employees and contractors nationwide. Trainers often find it useful to break up a training session through the use of games. The following books and articles cover several different types of training games, including board games, outdoor experiential learning, simulation and roleplaying.

As Carolyn Nilson writes in Team Games for Trainers, games have many benefits for both trainer and trainee:

Games can help create an atmosphere of playfulness, collegiality, and shared values. They can be used at the beginning of a training session or at the start of a tough new concept to "break the ice" ...They can be used to summarize a training experience and form a bridge from what trainees learned in class to what they must do on the job. Games can be serious and not-so-serious, difficult and easy. Used at just the right moment, games can be the most appropriate and effective way of bringing a trainee to the brink of learning.

Bourner, Tom. Workshops That Work: 100 Ideas to Make Your Training Events More Effective. New York: McGraw-Hill, 1993. **PM HF5549.5 .T7 B596 1993**

*Chipkin, Harvey. "Executive Retreats: A Team-Builder's Guide to the Galaxy." Business Month 135 #3 (March 1990):66-69. **[BPO 00488130]**

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#Gooding, Carl and Bernard Keys. "Introducing Executive MBA Programmes with Management Games." Journal of Management Development 9 #2 (1990):53-60.

*Gunsch, Dawn. "Games Augment Diversity Training." Personnel Journal 72 #6 (June 1993):78-83. **[BPO 00716924]**

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PM HF5549 .P54 1988 v.5

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #39

DIFFUSION OF INNOVATIONS

Revised September 1994

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Introduction

According to Everett M. Rogers, an early writer on this subject, innovation is "an idea perceived as new by the individual," and diffusion is "the process by which an innovation spreads." The following items cover this process as it deals with organizational change and technological improvements. For example, if we are to "reinvent" government, how should the diffusion of this concept progress? This might be the key to any successful innovation, for as Rogers writes in Diffusion of Innovations:

The essence of the diffusion process is the human interaction in which one person communicates a new idea to another person. Thus, at the most elemental level of conceptualization, the diffusion process consists of (1) a new idea, (2) individual A who knows about the innovation, and (3) individual B who does not yet know about the innovation. The social relationships of A and B have a great deal to say about the conditions under which A will tell B about the innovation, and the results of this telling.

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SURVEYING ORGANIZATIONAL CLIMATE

Revised September 1994

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Introduction

At some point in its continuous improvement efforts, an organization might wish to survey its employees to find out their impressions of the organizational climate. Often this is done during team-building efforts, sometimes during customer satisfaction surveys, both before and after changes are initiated. The following books and articles contain examples of such surveys, as well as examples of questions to ask and methods of optimum surveying. These examples include survey questions which are easily adaptable to many different target groups. Some include essay type questions, others multiple choice. Also included are books devoted solely to constructing proper surveys and how to best interpret them.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #41

QUALITY AWARDS

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Introduction

The Deming Prize was established in 1951 by the Japanese Union of Scientists and Engineers to honor W. Edwards Deming. The Malcolm Baldrige National Quality Award was signed into law in August 1987, named for the US Secretary of Commerce who died that same year. The George M. Low Trophy, NASA's Quality and Excellence Award, was established in 1985. Articles and books that follow cover the creation of these awards as well as the positive and negative impact winning such a prize may have on an organization's continual improvement efforts. The George M. Low Trophy, the first U.S. government quality award, was established to enhance public awareness of the importance of quality and productivity to U.S. competitiveness, recognize and promote outstanding quality among contractors and suppliers, and transfer quality methods to others in industry, government and academia.

Axland, Suzanne. "NASA's Low Award Recognizes High Quality." Quality Progress 26 #2 (February 1993):33-34.

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #42

THE HORIZONTAL CORPORATION: FLATTENING THE ORGANIZATION

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Introduction

The following books and articles cover methods of delayering organizational structure, which has become fairly common as organizations strive to become lean and mean to improve productivity as well as workplace communication. A horizontal, rather than pyramid, structure not only allows greater worker empowerment, but also makes communicating vision throughout the organization an easier task. A flattened organization requires fewer managers, is less bureaucratic, and can produce more cross-functional employees. Achieving such an organizational structure is not always a simple task, as several of the cited articles cover in their case studies.

Please refer to PPM Resource List #26 "Creating the High Performance Organization" and List #24 "Reengineering" for related references.

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*Austin, Nancy K. "Flattening the Pyramid." Incentive 167 #12 (December 1993):16.

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- *Weixel, Suzanne. "Flat Management Requires Juggling." Computerworld 24 #34 (August 20, 1990):70-71. **[BPO 00511251]**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #43

QUALITY FUNCTION DEPLOYMENT (QFD)

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Introduction

Quality Function Deployment (QFD) is often referred to as listening to the voice of the customer. It is a method which takes into account customer requirements at each stage of product or process development. The following books and articles cover what QFD offers its practitioners, including the assessment by Michael Raynor in the article cited below which states:

As a formal process for quantifying, recording, and understanding the interactions between the various elements of a product or service, QFD proves its worth...QFD's power lies in the fact that it lays bare an organization's processes and how these processes interact to create customer satisfaction and profit.

The matrix which is often used to display these interactions is called the House of Quality, and is described in many of the cited items.

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Hunter, Michael R. and Richard D. Landingham. "Listening to the Customer Using QFD." Quality Progress 27 #4 (April 1994):55-59.

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*Kinni, Theodore B. "What's QFD?" Industry Week 242 #21 (November 1, 1993): 31-34. **[BPO 00780645]**

*Maddux, Gary A. and others. "Organizations Can Apply Quality Function Deployment as Strategic Planning Tool." Industrial Engineering 23 #9 (September 1991):33-37. **[BPO 00572664]**

*Maier, M.W. "Performance Analysis, Quality Function Deployment and Structures Methods." 1993 IEEE Aerospace Applications Conference Digest (1993):187-195. **[INSPEC 4494116]**

*Norman, Rick and others. "QFD: A Practical Implementation." Quality 30 #5 (May 1991):36-40. **[BPO 00550890]**

QFD: The Customer-Driven Approach to Quality Planning and Deployment. Tokyo: Asian Productivity Organization, 1994. **[on order]**

Raynor, Michael E. "The ABCs of QFD: Formalizing the Quest for Cost-Effective Customer Delight." National Productivity Review 13 #3 (Summer 1994):351-357.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #44

CHANGE AGENTS

Revised September 1994

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Introduction

The following books and articles cover the problems change agents face in bringing change to an organization. William Hitt, in The Leader-Manager, provides a list of attributes for effective change agents he derived from several other writers which is paraphrased below:

1. They view change as a friend; 2. They have power tools and know how to use them; 3. They are able to deal with both logical and psychological aspects of change; 4. They are able to establish a climate for change; 5. They start the change process with themselves rather than with others; 6. They do not force change, they facilitate it; 7. They create their own enthusiasm; 8. They are able to let go of old ideas and experiment with alternatives; 9. They seek out and accept criticism of their ideas; 10. They are able to get others to "buy into" their ideas for change.

These are certainly not easy tasks. Please refer to PPM Resource List # 11 "Organizational Change" and List #36 "Change Management" for additional references. Research in this area may improve your chances at bringing about organizational changes, for as Machiavelli wrote in The Prince:

There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things.

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- *Cripe, Edward J. "How to Get Top-Notch Change Agents." Training & Development 47 #12 (December 1993):52-58. **[BPO 00796777]**
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- London, Manuel. Change Agents: New Roles and Innovation Strategies for Human Resource Professionals. San Francisco: Jossey-Bass, 1988. **PM HD58.8 .L66 1988**
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- #Scharf, Alan. "Improving Your Personal Effectiveness as a Change Agent." Industrial Management 29 #5 (September/October 1987):17-21.
- #Tribus, Myron. "Changing the Corporate Culture - A Roadmap for the Change Agent." Human Systems Management 8 #1 (1989):11-22.
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #45

ISO 9000

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Introduction

The ISO 9000 series of quality management standards was first issued in 1987 by the International Standards Organizations. ISO 9000 standards are seen by many as a tool for competing in the global marketplace, although some see the expensive registration process and reliance on consultants as yet another misunderstood management fad. NASA and DoD have recently stated they will use ISO 9000 to replace their own quality standards, simplifying contractors' and suppliers' compliance to standards. There are still questions about the impact of this requirement on the aerospace industry. The following books and articles focus on the good and bad of ISO 9000, including auditing and registration procedures.

ANSI/ASQC Q9000-1994 Series Quality Standards. ANSI/ASQC, 1994. **[on order]**

Arnold, Kenneth L. The Manager's Guide to ISO 9000. New York: Free Press, 1994.
[on order]

*Barrett, J.P., Jr. "ISO-9000: What Is It? And How Do I Prepare For It?" International Engineering Management Conference: Managing in a Global Environment (1992):140-143.
[INSPEC 4432452]

*Barrier, Michael and Amy Zuckerman. "Quality Standards the World Agrees On." Nation's Business 82 #5 (May 1994):71-73. **[BPO 00859034]**

*Bazzana, G. and others. "ISO 9126 and ISO 9000: Friends of Foes?" Software Engineering Standards Symposium (1993):79-88. **[INSPEC 4540749]**

*Brown, Richard. "Does America Need ISO 9000?" Machine Design 66 #11 (June 6, 1994):70-74. **[BPO 00870755]**

Clements, Richard Barrett. Quality Manager's Complete Guide to ISO 9000. Englewood Cliffs, NJ: Prentice Hall, 1993. **[on order]**

Corrigan, James P. "Is ISO 9000 the Path to TQM?" Quality Progress 27 #5 (May 1994):33-36.

Hockman, Kymberly K. and others. "Roadmap to ISO 9000 Registration." Quality Progress 27 #5 (May 1994):39-42.

- Hutchins, Greg. ISO 9000: A Comprehensive Guide to Registration, Audit Guidelines and Successful Certification. Essex Junction, VT: Oliver Wight, 1993. **PM & QM TS156 .H88 1993**
- Hutchins, Greg. Taking Care of Business: How to Become More Efficient and Effective Using ISO 9000. Essex Junction, VT: Omneo, 1994. **[on order]**
- IEE Colloquium on Management Consultancy and ISO 9000. London: IEE, 1993.
[INSPEC 4383209]
- The ISO 9000 Handbook. Fairfax, VA: CEEM Information Services, 1994. **[on order]**
- ISO 9000: International Standards for Quality Management. [4th ed.] Geneva, Switzerland: International Organization for Standardization, 1994. **[on order]**
- Johnson, Perry L. ISO 9000: Meeting the New International Standards. New York: McGraw-Hill, 1993. **[on order]**
- Kantner, Rob. The ISO 9000 Answer Book. Essex Junction, VT: Oliver Wight, 1994.
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- *Kochan, Anna. "ISO 9000: Creating a Global Standardization Process." Quality 32 #10 (October 1993):26-34. **[BPO 00772302]**
- Mahoney, Francis X. The TQM Trilogy: Using ISO 9000, the Deming Prize, and the Baldrige Award to Establish a System for Total Quality Management. New York: AMACOM, 1994.
PM HD62.15 .M346 1994
- Morrow, Mark. "Pentagon and NASA Adopt ISO 9000." Machine Design 66 #11 (June 6, 1994):63-66..
- Rabbitt, John T. The ISO 9000 Book: A Global Competitor's Guide to Compliance & Certification. [2nd ed.] White Plains, NY: Quality Resources, 1994. **PM TS156 .R25 1994**
- *Reedy, Roger F. "ISO 9000 - Guidelines to Increased Costs and Reduced Quality." Cost Engineering 36 #6 (June 1994):15-18. **[BPO 00869012]**
- Sakofsky, Steven. "Survival After ISO 9000 Registration." Quality Progress 27 #5 (May 1994):57-59.
- *Zuckerman, Amy. "The Basics of ISO 9000." Industrial Engineering 26 #6 (June 1994):13-15.
[BPO 00872777]
- *Zuckerman, Amy. "EC Drops Ticking Time Bomb." [ISO 9000 controversy in Europe] Industry Week 243 #10 (May 16, 1994):44-51. **[BPO 00864957]**
- Zuckerman, Amy. "The Sleeper Issue of the '90s." Industry Week 243 #15 (August 15, 1994):99-100,108.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #46

CHAOS THEORY & MANAGEMENT

September 1994

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Introduction

What follows is a list of books and articles dealing with chaos theory, sometimes called nonlinear dynamical analysis, as it applies to the management of organizations. Margaret J. Wheatley writes in the preface to her book Leadership and the New Science:

Given a world where chaos and order exist in tandem, where stability is never guaranteed but chaos always conforms to a boundary, I propose my own hypothesis for the forces in organizations that create the structured shape that holds up through chaotic times. [p. ix]

Management guru, Tom Peters wrote Thriving on Chaos which looks at chaos less scientifically, and he warns us in a later book:

[Chaos] certifies a notion dear to my heart - that the messy aspects of phenomena are the most important...But beware the inflated promise of chaos theory! Be warier still of adherents who propound its immediate application to business strategy. [Liberation Management p. 490-1]

*Bailyn, Lotte. "Patterned Chaos in Human Resource Management." Sloan Management Review 34 #2 (Winter 1993):77-83. **[BPO 00665505]**

*Berridge, A.E. "Chaos, Competitiveness & Control: The Qualities of Top Management and How to Blend Them into a Team." IEE Colloquium on Engineering Managers--Managing Engineers (1992):1-5. **[INSPEC 4112779]**

Briggs, John and F. David Peat. Turbulent Mirror: An Illustrated Guide to Chaos Theory and the Science of Wholeness. New York: Harper & Row, 1989. **PM Q172.5 .C45 B75 1989**

*Brown, Tom. "The 'New Science' of Leadership." [interview with Margaret Wheatley] Industry Week 242 #2 (January 18, 1993):14-22. **[BPO 00673709]**

*Cartwright, T.J. "Planning and Chaos Theory." Journal of the American Planning Association 57 #1 (Winter 1991):44-56. **[BPO 00540352]**

*Flower, Joe. "The Power of Chaos." Healthcare Forum 36 #5 (September/October 1993):48-55. **[BPO 00759377]**

Gleick, James. Chaos: Making a New Science. New York: Viking, 1987.
Q172.5 .C45 G54 1988

- Kiel, L. Douglas. Managing Chaos & Complexity in Government: A New Paradigm for Managing Change, Innovation & Organizational Renewal. San Francisco: Jossey-Bass, 1994.
[on order]
- *Kiel, L. Douglas. "Nonlinear Dynamical Analysis: Assessing Systems Concepts in a Government Agency." Public Administration Review 53 #2 (March/April 1993):143-153.
[BPO 00676116]
- *King, Jonathan B. "Confronting Chaos." Journal of Business Ethics 8 #1 (January 1989):39-50. [BPO 00453142]
- *Odiorne, George S. "Chaos in Management." Manage 43 #1 (August 1991):4-7.
[BPO 00568943]
- Peters, Thomas J. Liberation Management: Necessary Disorganization for the Nanosecond Nineties. New York: Knopf, 1992. **HD58.8 .P478 1992**
- *Peters, Tom and Perry Pascarella. "Managing in the '90s: From Control to Chaos." Industry Week 236 #8 (April 18, 1988):17-20. [BPO 00401626]
- Peters, Thomas J. Thriving on Chaos: Handbook for a Management Revolution. New York: Knopf, 1987. **PM HD70 .U5 P426 1987**
- Peters, Thomas J. The Tom Peters Seminar: Crazy Times Call For Crazy Organizations. New York: Vintage Books, 1994. **PM HD58.8 .P483 1994**
- *Priesmeyer, H. Richard and Kibok Baik. "Discovering the Patterns of Chaos - A Potential New Planning Tool." Planning Review 17 #6 (November/December 1989):14-21,47.
[BPO 00483967]
- Stacey, Ralph. Managing the Unknowable: Strategic Boundaries Between Order and Chaos. San Francisco: Jossey-Bass, 1992. **PM HD58.9 .S737 1992**
- Vinten, Gerald. "Thriving on Chaos: The Route to Management Survival." Management Decision 30 #8 (1992):22-29.
- Watson, Tony J. In Search of Management: Culture, Chaos & Control in Managerial Work. New York: Routledge, 1994. [on order]
- Wheatley, Margaret. Leadership and the New Science: Learning About Organization From an Orderly Universe. San Francisco: Berrett-Koehler, 1992. **PM Q158.5 .W43 1992**
- *Wheatley, Margaret J. "A Quantum Vision: Chaotic Organization Must Replace the Newtonian Bureaucracy." Barron's 73 #12 (March 22, 1993):12. [BPO 00676807]
- Wheeler, Donald J. Understanding Variation: the Key to Managing Chaos. Knoxville, TN: SPC Press, 1993. **PM TS156.8 .W44 1993**

PARTNERING

September 1994

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Introduction

Employee partnering, sometimes referred to as win-win work relationships, is similar to empowerment, in that workers become more involved in the team process. Duke Nielsen in Partnering With Employees, cited below, writes:

Employee partnering is based on negotiated agreements for support and achievement that replace job descriptions and eliminate win-lose transactions between supervisors and employees. These agreements are not contracts. Instead, they recognize a covenant of good faith. They formalize the expectations that partners have of each other and the commitments they make to each other, and they transform supervisor-employee relationships into leader-direct report relationships.
[p.1]

Articles and books listed below cover basic aspects of employee partnering, including lessons learned and case studies from various organizations. Partnering, like empowerment, is difficult to implement, as all kinds of interpersonal skills must be brought to bear for it to work. Employee partnering is different than that which involves teaming between suppliers and customers, and teaming between different suppliers for risk sharing and maximum productivity. Please refer to PPM Resource List #12 "Creating the Empowered Organization" and List #29 "Interpersonal Relations and Team Success" for additional and related material on this topic.

Bommer, Michael and others. "Technology Transfer Utilizing Vendor Partnering and a Self-Managed Project Team: Lessons Learned." Project Management Journal 24 #2 (June 1993):27-33.

*Brown, Thomas L. "Is there Power is Partnering?" Industry Week 242 #9 (May 3, 1993):13.
[BPO 00709593]

*Cole, Ed. "Partnering: A Quality Model for Contract Relations." Public Manager 22 #2 (Summer 1993):39-42. [BPO 00742004]

*Covey, Stephen R. "Win-Win Partnerships." Executive Excellence 10 #11 (November 1993):6-7. [BPO 00787419]

Frangos, Stephen J. and Steven J. Bennett. Team Zebra: How 1500 Partners Revitalized Eastman Kodak's Black & White Film-Making Flow. Essex Junction, VT: Omneo, 1993.
PM HD58.4 .F73 1993

- *Garfield, Charles. "Win-Win Style and Systems." Executive Excellence 10 #11 (November 1993):13-14. **[BPO 00787425]**
- Hrebiniak, Lawrence. We Force in Management: How to Build and Sustain Cooperation. New York: Free Press, 1994. **PM HD66 .H73 1994**
- Maurer, Rick. Caught in the Middle: A Leadership Guide for Partnership in the Workplace. Portland, OR: Productivity Press, 1992. **PM HD5650 .M376 1992**
- McMichael, John R. "Boeing Spares Distribution Center: A World-Class Facility Achieved Through Partnering." PMNETwork 18 #9 (September 1994):9-19.
- Melohn, Tom. The New Partnership: Profit By Bringing Out the Best in Your People... . Essex Junction, VT: Omneo, 1994. **PM HD5650 .M456 1994**
- Moody, Patricia E. Breakthrough Partnering: Creating a Collective Enterprise Advantage. Essex Junction, VT: Oliver Wight, 1993. **[on order]**
- Mosley, Donald C. and Carl C. Moore. "TQM and Partnering: An Assessment of Two Major Change Strategies." PMNETwork 18 #9 (September 1994):22-26.
- *Navran, Frank J. "Empowering Employees to Excel." Supervisory Management 37 #8 (August 1992):4-5. **[BPO 00630112]**
- Nielsen, Duke. Partnering With Employees: A Practical System for Building Empowered Relationships. San Francisco: Jossey-Bass, 1993. **PM HF5549.12 .N53 1993**
- Poirier, Charles C. Business Partnering for Continuous Improvement: How to Forge Enduring Alliances Among Employees, Suppliers and Customers. San Francisco: Berrett-Koehler, 1994. **[on order]**
- Sanders, Steve R. and Mary M. Moore. "Perceptions on Partnering in the Public Sector." Project Management Journal 23 #4 (December 1992):13-19.
- Schmidt, John. "Partnering with Your Client." PMNETwork 18 #9 (September 1994):27-30.
- *Shaffer, Jim. "Leading to Partnership." Executive Excellence 10 #11 (November 1993):11-12. **[BPO 00787423]**
- #Simmons, John. "Partnering Pulls Everything Together." Journal for Quality & Participation 12 (June 1989):12-16.
- *Stralkowski, C. Michael and others. "Partnering Strategies: Guidelines for Successful Customer-Supplier Alliances." National Productivity Review 7 #4 (Autumn 1988):308-317. **[BPO 00429289]**
- #Sujansky, Joanne G. Power of Partnering: Vision, Commitment, & Action. San Diego: Pfeiffer, 1991.

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #48

U.S.- JAPAN JOINT VENTURES: PROBLEMS & PROSPECTS

September 1994

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Introduction

As more and more joint ventures become signed between the United States and Japan (including NASA International space projects) an understanding of possible problems owing to cultural differences might be a useful undertaking. The following books and articles offer an introduction to this topic, and cover various aspects of Japanese-American business cooperation.

Cole, Robert E. Work, Mobility, & Participation: A Comparative Study of American and Japanese Industry. Berkeley: U. of California Press, 1979. **PM HD8085 .D6 C64 1979**

Fields, George. From Bonsai to Levi's: When West Meets East. New York: New American Library, 1983. **PM DS822.5 .F53 1983**

*Goldman, Alan. "A Briefing on Cultural and Communicative Sources of Western-Japanese Interorganizational Conflict." Journal of Managerial Psychology 9 #1 (1994):7-12.
[BPO 00868135]

Goldman, Alan. Doing Business With the Japanese: A Guide to Successful Communication, Management & Diplomacy. SUNY Press, 1994. **[on order]**

*Haigh, Robert W. "Building a Strategic Alliance - The Hermosillo Experience as a Ford-Mazda Proving Ground." Columbia Journal of World Business 27 #1 (Spring 1992):60-74.
[BPO 00617242]

*Hellwig, Helmut. "Differences in Competitive Strategies Between the United States and Japan." IEEE Transactions on Engineering Management 39 #1 (February 1992):77-78.
[INSPEC 4157377]

High-Stakes Aviation: U.S.-Japan Technology Linkages in Transport Aircraft. Washington, D.C.: National Academy Press, 1994. **[on order]**

Kohl, John R. and others. The Impact of Language and Culture on Technical Communication in Japan. (NASA/DOD Aerospace Knowledge Diffusion Research Project, Paper 25) Hampton, VA: NASA Langley Research Center, 1993. **[93N17592*#]**

*Lam, A.C. "Training and Innovation: the Japanese Way." Engineering Management Journal 3 #6 (December 1993):263-268. **[INSPEC 4623390]**

- *Lynn, L.H. "Cultural Differences and the Management of Engineering in U.S.-Japanese Joint Ventures." Technology Management. The New International Language (1991):474-475. **[INSPEC 4280604]**
- *Maher, Thomas E. and Yim Yu Wong. "The Impact of Cultural Differences on the Growing Tensions Between Japan and the United States." SAM Advanced Management Journal 59 #1 (Winter 1994):40-46. **[BPO 00854813]**
- Moore, G. "Learning From Success - An Introduction to the Engineers to Japan Scheme." Engineering Management Journal 3 #5 (October 1993):197-199. **[INSPEC 4557245]**
- *Niwa, F. "Characteristics of Japanese R&D Management Excellence." Technology Management. The New International Language (1991):175-177. **[INSPEC 4269428]**
- *Oikawa, Naoko and John F. Tanner. "The Influence of Japanese Culture on Business Relationships and Negotiations." Journal of Services Marketing 6 #3 (Summer 1992):67-74. **[BPO 00632240]**
- *Powell, Gary N. "The Good Manager: Business Students' Stereotypes of Japanese Managers Versus Stereotypes of American Managers." Group & Organization Management 17 #1 (March 1992):44-56. **[BPO 00609787]**
- Reed, Steven R. Making Common Sense of Japan. Pittsburgh: U. of Pittsburgh Press, 1993. **[on order]**
- Rehfield, John E. Alchemy of a Leader: Combining Western and Japanese Management Skills to Transform Your Company. New York: J. Wiley, 1994. **PM HD70 .U5 R45 1994**
- Shelley, Rex and Reiko Makiuchi. Culture Shock!: Japan. Graphic Arts Center Publishing, 1992. **[on order]**
- #Shenas, Delavar G. "A Comparative Study of Ethical Issues in International Business: the Case Of American and Japanese Business Transactions." International Journal of Management 10 #1 (March 1993):39-46.
- *Stewart, James R. "The Work Ethic, Luddites and Taylorism in Japanese Management Literature." Industrial Management 34 #6 (November/December 1992):23-26. **[BPO 00654579]**
- U.S./Japan Cooperation in High Energy Physics. Washington, D.C.: Department of Energy, 1993. **[94N28486#]**
- Vardaman, James and Michiko Vardaman. Japanese Etiquette Today: A Guide to Business & Social Customs. Charles Tuttle, Inc., 1994. **[on order]**
- *Vickers, Peter. "Japanese-American Partners: Patience Makes Perfect." Data Communications 21 #5 (March 21, 1992):114. **[BPO 00606954]**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #49

U.S.- RUSSIA JOINT VENTURES:
PROBLEMS & PROSPECTS

September 1994

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

Introduction

As more and more joint ventures become signed between the United States and Russia and/or the Russian Federation (including joint ventures with NASA), an understanding of possible problems owing to cultural differences might be a useful undertaking. The following books and articles cover differences on a variety of subjects: cultural, management, legal, and technical. Some references to the Apollo-Soyuz period have been included, since that experience may offer some useful lessons learned.

Barclay, Rebecca O. and others. The Impact of Political Control on Technical Communication: A Comparative Study of Russian and US Aerospace Engineers and Scientists. (NASA/DOD Aerospace Knowledge Diffusion Research Project, Paper 37) Hampton, VA: NASA Langley Research Center, 1994. **[94N14488*#]**

Berlitz, Charles. Business to Business in Russian. Berkley Publishing Group, 1993.
[on order]

*Blecher, Beryl Cohen. "Doing Business in the Newly Independent States: A Step-By-Step Guide for American Companies." Business America 114 #19 (September 20, 1993):5-9.
BPO 00767463]

Ezell, Edward Clinton. The Partnership: A History of the Apollo-Soyuz Test Project. Washington, D.C.: NASA, 1978. **TL788.4 .E95 1978**

Fryman, Roman and others. The Privatization Process in Russia, Ukraine, and the Baltic States. New York: Oxford U. Press, 1993. **[on order]**

Goldman, Marshall I. and others. "The Russian Investment Dilemma." Harvard Business Review 72 #3 (May/June 1994):35-44.

*Hamilton, Patricia W. "Doing Business in Russia." D&B Reports 43 #2 (March/April 1994):38-39+. **[BPO 00860629]**

*Holt, David H. and others. "Constraints on Capitalism in Russia: The Managerial Psyche, Social Infrastructure, and Ideology." California Management Review 36 #3 (Spring 1994):124-141. **[BPO 00882049]**

- Kvint, Vladimir. "Don't Give Up on Russia." Harvard Business Review 72 #2 (March/April 1994):62-74.
- Lawrence, Paul and Charalambos Vlachoutsicos. "Joint Ventures in Russia: Put the Locals in Charge." Harvard Business Review 71 #1 (January/February 1993):44-51+.
- *Lenorovitz, Jeffrey M. "Western Partnerships Key to Russian Industry Survival." Aviation Week & Space Technology 140 #22 (May 30, 1994):76-80. **[BPO 00866453]**
- Portree, David S.F. Thirty Years Together: A Chronology of U.S.-Soviet Space Cooperation. Houston, TX: Hernandez Engineering, Inc., 1993. **[93N19975*#]**
- #Puffer, Sheila. "The Booming Business of Management Education in Russia." Journal of Management Development 12 #5 (1993):46-59.
- #Puffer, Sheila. "A Riddle Wrapped in an Enigma: Demystifying Russian Management Motivation." European Management Journal 11 #4 (December 1993):473-480.
- *Puffer, Sheila and others. "Understanding the Bear: A Portrait of Russian Business Leaders." Academy of Management Executive 8 #1 (February 1994):41-61. **[BPO 00834327]**
- #Radovilsky, Zinovy D. "Managing Operations in the Former Soviet Union: Current Situation and Future Development." International Journal of Operations & Production 14 #2 (1994):43-50.
- Richard, Paul E. Russia Survival Guide: the Definitive Guide to Doing Business & Traveling in Russia. Russian Information Services, 1994. **[on order]**
- #"Russian Property Law, Privatization, and the Right of 'Full Economic Control'." Harvard Law Review 107 #5 (March 1994):1044-1061.
- #Schubert, Frederick W. "What Russian Patent Laws Portend." Chemical Business 15 #8 (August 1993):8-10.
- Science, Technology, and Innovation Policies: Federation of Russia; volume 1: Evaluation Report. Washington, D.C.: OECD Publications, 1994. **[on order]**
- Seltzer, Richard. "U.S. and Russia Broadly Expand Science and Technology Cooperation." Chemical & Engineering News 72 #28 (July 11, 1994):30-31.
- *Shama, Avraham. "Management Under Fire: The Transformation of Managers in the Soviet Union and Eastern Europe." Academy of Management Executive 7 #1 (February 1993):22-35. **[BPO 00674700]**
- *Welsh, Dianne H.B. and others. "Managing Russian Factory Workers: The Impact of U.S.-Based Behavioral and Participative Techniques." Academy of Management Journal 36 #1 (February 1993):58-79. **[BPO 00667845]**

PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #50

JOEL BARKER, THOMAS KUHN, AND PARADIGMS

September 1994

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at NASA Headquarters Library*

Introduction

The modern study of paradigms began in The Structure of Scientific Revolutions by Thomas Kuhn in 1962, and has been continued in the books and videos of Joel Barker. A paradigm, according to Barker, is theory or dogma that establishes boundaries and regulations. Paradigms filter data, and, as a result, often prevent anticipating new developments that come from outside the paradigm.

"What today is impossible to do in your business, but if it could be done would fundamentally change what you do?" asks Joel Barker. This is crucial to understand because of Barker's "Going back to Zero Rule": When a paradigm shifts everyone goes back to zero, your past success guarantees nothing. The Swiss invented the quartz movement watch, yet their paradigm for what a watch should be caused them to reject the new design. As a result, their market share fell from 80% in 1968 to less than 10% today. Their past success blinded them to the future of watch-making.

Barker's books and videos explore many examples of the paradigm effect, including the airplane, telephone, radio, and xerox machine. These ideas were developed by people who were open to new concepts and new ways of looking at the world. As Joel Barker says in the conclusion to his video The Business of Paradigms:

"Those who say it cannot be done should get out of the way of those who are doing it."

PPM Resource Lists #11 "Organizational Change" and #10 "Innovation and Creativity in the Workplace" cover related material.

*Asgar, Jack. "Paradigm Lost." Training 30 #11 (November 1993):94. [BPO 00785938]

*Atwood, Caleb S. and Lynn A. Evans. "Perilous Paradigms." Executive Excellence 11 #3 (March 1994):20. [BPO 00844318]

#Barker, Joel A. The Business of Paradigms. <video> Burnsville, MN: Charthouse International Learning Corporation, 1990.

Barker, Joel A. Paradigms: the Business of Discovering the Future. New York: HarperBusiness, 1993. PM HD30.27 .B36 1993

#Barker, Joel. The Power of Vision <video> Burnsville, MN: Charthouse Learning Corporation, 1990.

- Barker, Joel. "Reach Out for the Future." Industry Week 243 #14 (July 18, 1994):12-16.
- *Brown, Tom. "Joel Barker: New Thoughts on Paradigms." [Joel Barker interview] Industry Week 241 #10 (May 18, 1992):12-19. **[BPO 00615076]**
- *Burack, Elmer H. and others. "New Paradigm Approaches in Strategic Human Resource Management." [two commentaries on the article follow] Group & Organization Management 19 #2 (June 1994):141-159. **[BPO 00856243, 00856244, 00856245]**
- *Flower, Joe. "Don't Wait for the Crisis." [interview with Joel Barker] Healthcare Forum 34 #6 (November/December 1991):28-34. **[BPO 00581916]**
- Harris, Philip R. "The Future of Management: The NASA Paradigm." [pp.120-142] Space Resources. Volume 4: Social Concerns. Houston: Johnson Space Center, 1992. [93N16859]
- "The History of an Unlikely Buzzword." [paradigm] Fortune 124 (September 23, 1991):140.
- *Hodgetts, Richard M. and others. "New Paradigm Organizations: From Total Quality to Learning to World-Class." Organizational Dynamics 22 #3 (Winter 1994):5-19. **[BPO 00819482]**
- Horgan, John. "Profile: Reluctant Revolutionary (Thomas S. Kuhn unleashed 'paradigm' on the world)." [interview with Kuhn] Scientific American 264 #5 (May 1991):40, 49.
- Horwich, Paul G., ed. World Changes: Thomas Kuhn & the Nature of Science. Cambridge, MA: MIT Press, 1993. **[on order]**
- Hovningen-Huene, Paul. Reconstructing Scientific Revolutions: Thomas S. Kuhn's Philosophy of Science. Chicago: U. of Chicago Press, 1993. **[on order]**
- *Huey, John. "Nothing is Impossible." [contains section on paradigms: "The History of an Unlikely Buzzword"] Fortune 124 #7 (September 23, 1991):134-140. **[BPO 00569892]**
- Kuhn, Thomas S. The Structure of Scientific Revolutions. Chicago: U. of Chicago Press, 1970. **PM Q175 .K95 1970**
- *Luecal, Scott. "The Future is Spelled CONSUMER." Management Quarterly 33 #3 (Fall 1992):11-16. **[BPO 00653336]**
- *Pfeffer, Jeffrey. "Barriers to the Advance of Organizational Science: Paradigm Development as a Dependent Variable." Academy of Management Review 18 #4 (October 1993):599-620. **[BPO 00775666]**
- Prince, Frank A. "The Paradigm Shift Process." Creativity and Innovation Management 3 #1 (March 1994):29-32.
- *Zemke, Ron. "Don't Change Your Paradigm, Change Your Drill Bit." [editorial on Thomas Kuhn and paradigm-shift theory] Training 31 #4 (April 1994):8. **[BPO 00845824]**

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