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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

Code FT Project Management Librarian at NASA Headquarters Library



PROGRAM/PROJECT MANAGEMENT INITIATIVE

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# Table of Contents

<u>Title</u>	<u>Page</u>
PROJECT MANAGEMENT BASICS (List #1) .....	4
DEVELOPING LEADERSHIP SKILLS (List #2) .....	6
PLANNING MEETINGS AND PRESENTATIONS (List #3) .....	10
SELECTED ARTICLES ON PUBLIC SECTOR TQM EFFORTS (List #4) .....	12
TEAMS AND TEAMWORK (List #5) .....	14
THE DEMING MANAGEMENT METHOD (List #6) .....	18
QUALITY METRICS AND MEASUREMENTS (List #7) .....	20
PROJECT BUDGETING AND COST CONTROL (List #8) .....	22
SYSTEMS ENGINEERING (List #9) .....	24
INNOVATION AND CREATIVITY IN THE WORKPLACE (List #10) .....	26
ORGANIZATIONAL CHANGE (List #11) .....	30
CREATING THE EMPOWERED ORGANIZATION (List #12) .....	34
THE BENCHMARKING PROCESS (List #13) .....	36
PITFALLS AND ROADBLOCKS TO SUCCESSFUL TQM (List #14) .....	38
PROGRAM CONTROL (List #15) .....	40
VISION AND STRATEGIC PLANNING (List #16) .....	42
GROUP DYNAMICS AND DECISION MAKING FOR PROJECT SUCCESS (List #17) ..	46
MANAGING CULTURAL DIVERSITY (List #18) .....	48
DOING MORE WITH LESS (List #19) .....	52
JOSEPH M. JURAN: A READING LIST (List #20) .....	54

EMPLOYEE MOTIVATION (List #21) . . . . .	56
RISK MANAGEMENT (List #22) . . . . .	58
REINVENTING GOVERNMENT (List #23) . . . . .	60
REENGINEERING (List #24) . . . . .	64
MANAGERIAL CORE COMPETENCE (List #25) . . . . .	68
CREATING THE HIGH-PERFORMANCE ORGANIZATION (List #26) . . . . .	70
THE LEARNING ORGANIZATION (List #27) . . . . .	72
CREATIVE PROBLEM SOLVING (List #28) . . . . .	76
INTERPERSONAL RELATIONS AND TEAM SUCCESS (List #29) . . . . .	78
IDENTIFYING AND SATISFYING CUSTOMERS (List #30) . . . . .	80
STATISTICAL PROCESS CONTROL (List #31) . . . . .	82
TAGUCHI METHODS FOR QUALITY CONTROL (List #32) . . . . .	84
MANAGEMENT COMMUNICATION (List #33) . . . . .	86
INTERNATIONAL COOPERATION IN SPACE (List #34) . . . . .	88
THE COST OF QUALITY (List #35) . . . . .	90
CHANGE MANAGEMENT (List #36) . . . . .	92
TQM CASE STUDIES (List #37) . . . . .	94
TRAINING GAMES (List #38) . . . . .	96
DIFFUSION OF INNOVATIONS (List #39) . . . . .	98
SURVEYING ORGANIZATIONAL CLIMATE (List #40) . . . . .	100
QUALITY AWARDS (List #41) . . . . .	102
THE HORIZONTAL CORPORATION: FLATTENING THE ORGANIZATION (List #42) . . . . .	104
QUALITY FUNCTION DEPLOYMENT [QFD] (List #43) . . . . .	106

CHANGE AGENTS (List #44) . . . . . 108

ISO 9000 (List #45) . . . . . 110

CHAOS THEORY & MANAGEMENT (List #46) . . . . . 112

PARTNERING (List #47) . . . . . 114

U.S.- JAPAN JOINT VENTURES: PROBLEMS & PROSPECTS (List #48) . . . . . 116

U.S.- RUSSIA JOINT VENTURES: PROBLEMS & PROSPECTS (List #49) . . . . . 118

JOEL BARKER, THOMAS KUHN, AND PARADIGMS (List #50) . . . . . 120

INDEX . . . . . 122



## 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  
at NASA Headquarters Library*

### 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  
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**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.

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\*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.
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**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.*

\*\*\*\*\*

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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.

\*\*\*\*\*

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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.

\*\*\*\*\*

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**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.**

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

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**[includes many essays on project cost control]**
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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #9**

**SYSTEMS ENGINEERING**

Revised September 1994

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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.**

\*\*\*\*\*

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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #10**

**INNOVATION AND CREATIVITY IN THE WORKPLACE**

Revised September 1994

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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.

\*\*\*\*\*

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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #11**

**ORGANIZATIONAL CHANGE**

Revised September 1994

*Provided by the Code FT Program/Project Management Librarian  
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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**

Revised September 1994

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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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## 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."

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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #16**

**VISION AND STRATEGIC PLANNING**

Revised September 1994

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at NASA Headquarters Library*

**Introduction**

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

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

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

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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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at NASA Headquarters Library.*

**Introduction**

**Project success often depends upon small group decision-making, which is in turn influenced by the communication and other interpersonal skills of group members. 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**

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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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**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.**  
\*\*\*\*\*

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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #21**

**EMPLOYEE MOTIVATION**

Revised September 1994

*Provided by the Code FT Program/Project Management Librarian  
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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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## PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #22

### RISK MANAGEMENT

Revised September 1994

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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.

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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #23**

**REINVENTING GOVERNMENT**

Revised September 1994

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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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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #24**

**REENGINEERING**

Revised September 1994

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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.*

\*\*\*\*\*

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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #25

MANAGERIAL CORE COMPETENCE

Revised September 1994

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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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DATE 67

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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #26**

**CREATING THE HIGH-PERFORMANCE ORGANIZATION**

Revised September 1994

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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**

Revised September 1994

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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

Revised September 1994

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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.*

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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #31**

**STATISTICAL PROCESS CONTROL**

Revised September 1994

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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

Revised September 1994

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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**

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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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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #34**

**INTERNATIONAL COOPERATION IN SPACE**

Revised September 1994

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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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**PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #35**

**THE COST OF QUALITY**

Revised September 1994

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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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**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.

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**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.

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## PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #38

### TRAINING GAMES Revised September 1994

*Provided by the Code FT Program/Project Management Librarian  
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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.*

\*\*\*\*\*  
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## PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #39

### DIFFUSION OF INNOVATIONS

Revised September 1994

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

#### 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

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

### 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

Revised September 1994

*Provided by the Code FT Program/Project Management Librarian  
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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.

\*\*\*\*\*  
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## PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #42

### THE HORIZONTAL CORPORATION: FLATTENING THE ORGANIZATION

Revised September 1994

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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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## PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #43

### QUALITY FUNCTION DEPLOYMENT (QFD)

Revised September 1994

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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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## 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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- \*O'Neill, Paul E. "Transforming Managers for Organizational Change." Training & Development Journal 44 #7 (July 1990):87-90. **[BPO 00512910]**
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- #Potter, Christopher C. "What is Culture: And Can It Be Useful for Organisational Change Agents?" Leadership & Organization Development Journal 10 #3 (1989):17-24.
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# ISO 9000

Revised September 1994

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

## 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]**

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\*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.

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- 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.  
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- Morrow, Mark. "Pentagon and NASA Adopt ISO 9000." Machine Design 66 #11 (June 6, 1994):63-66..
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- \*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]**
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PROGRAM/PROJECT MANAGEMENT RESOURCE LIST #46

**CHAOS THEORY & MANAGEMENT**

September 1994

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at NASA Headquarters Library*

**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

*Provided by the Code FT Program/Project Management Librarian  
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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

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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

*Provided by the Code FT Program/Project Management Librarian  
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]**
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**AUTHOR INDEX**  
**(with list #)**

- Abrahamson, Eric 39  
Ackoff, Russell 28  
Adair, Charlene B. 40  
Adams, James L. 10  
Aft, Lawrence S. 7  
Aguayo, Rafael 6  
Ainsworth-Land, George 11  
Akao, Yoji 43  
Akers, Michael D. 44  
Al-Tabtabai, H. 15  
Albrecht, Karl 11,14,16,30  
Albright, Thomas L. 35  
Alexander, Tom 23  
Allcorn, Seth 29  
Allerton, Haidee 18  
Altov, H. 28  
Alvesson, Mats 42  
Amburgey, Terry L. 11  
Amsden, Robert 31  
Anderson, Douglas R. 17  
Andrisi, Jean-Paul 31  
Anfuso, Dawn 37  
Archibald, Russell 1  
Argyris, Chris 11,27  
Armenakis, Achilles A. 44  
Armstrong, Michael 21  
Arnold, John 17  
Arnold, Kenneth 45  
Arrendondo, Lani 3  
Auger, B.Y. 3  
Austin, Nancy K. 42  
Axland, Suzanne 41  
Backer, Bill 28  
Badaracco, Joseph 2,34  
Badiru, Adedeji 8  
Bahill, A. Terry 43  
Baik, Kibok 46  
Bailletti, A.J. 34  
Bailey, Edward P. 3  
Bailyn, Lotte 46  
Baird, Lloyd 26  
Balfour, Danny L. 4  
Baliga, Wayne 23  
Balk, Walter L. 4  
Ballard, John A. 4  
Ballew, Arlette C. 38  
Balm, Gerald J. 13  
Bantham, John 41  
Baran, John 29  
Barclay, Rebecca 49  
Barkdoll, Gerald L. 16  
Barker, Joel A. 37  
Barkley, Bruce 30  
Barner, Robert 12  
Barrett, J.P., Jr. 45  
Barrier, Michael 7,45  
Barry, John E. 34  
Barzelay, Michael 23  
Bate, Paul 11  
Batson, Robert G. 9  
Bayne, Rowan 29  
Baytos, Lawrence M. 18  
Bazzana, G. 45  
Bean, Thomas J. 13  
Bean, William C. 16  
Bechtell, Michele L. 11  
Beck, John D. 2  
Beck, Robert N. 16  
Becker, Selwyn W. 14  
Beckham, J. Daniel 16  
Beckhard, Richard 11  
Bedeian, Arthur G. 44  
Belasco, James A. 12,16,44  
Bemowski, Karen 13,14,37  
Bennett, Joan K. 27  
Bennett, Stephen J. 47  
Bennis, Warren 2,23,36,44  
Benson, Tracy E. 14,27  
Benveniste, Guy 23  
Berger, Lance A. 36  
Bergquist, William 11  
Berlitz, Charles 49  
Bernstein, Albert J. 29  
Berridge, A.E. 46  
Bhote, Keki R. 6,31  
Bing, Stanley 29  
Bissell, Patricia 23  
Black, Homer S. 25  
Blackiston, Howland 20  
Blake, Lanny 44  
Blake, Robert R. 5

Blake, Stacy 18  
 Blanchard, Benjamin S. 9  
 Blanchard, Ken 30  
 Blecher, Beryl 49  
 Bloch-Flynn, Pamela 36  
 Blohowiak, Donald W. 10  
 Boardman, J. 16  
 Bobrowski, Paul 41  
 Boddy, David 17,36  
 Bogan, Christopher E. 13  
 Bohan, George P. 26,35  
 Bolton, Robert 17,29  
 Bommer, Michael 47  
 Boroughs, Don 23  
 Bourner, Tom 38  
 Bowen, David E. 12  
 Bowen, H. Kent 2  
 Bowman, James J. 4  
 Bowsher, Charles A. 4  
 Boxwell, Robert J., Jr 13  
 Boyatzis, Richard E. 25  
 Boyett, Joseph H. 37,41,42  
 Boyken, Donald 15  
 Boyle, Daniel 21  
 Bradburn, Norman 40  
 Bradford, Leland P. 3  
 Bramson, Robert M. 29  
 Brand, Ronald 4,23  
 Brandon, Joel 24  
 Brass, Daniel J. 39  
 Brassard, Michael 7  
 Bridges, Bernisha 21  
 Bridges, William 11  
 Briggs, John 10,46  
 Brislin, Richard 18  
 Brocka, Bruce 32  
 Brokaw, Leslie 42  
 Bromiley, Philip 16  
 Bronson, Lou 36  
 Brooks, Susan S. 21  
 Brown, Donna 12  
 Brown, James H. 6  
 Brown, Mark G. 14,41  
 Brown, Richard 45  
 Brown, S.A. 30  
 Brown, Thomas L. 8,47  
 Brown, Tom 24,46  
 Bruno, Gerard 19  
 Bryant, Michael W. 22  
 Bryson, John 16  
 Bucholz, Steve 26  
 Buhler, Patricia 18,25,44  
 Bulick, Williard J. 15  
 Burke, Rory 15  
 Burke, W. Warner 26,36  
 Burkhardt, Marlene E. 39  
 Burns, James MacGregor 2  
 Bush, John B., Jr. 33  
 Bushnell, David S. 4  
 Byham, William C. 12,21  
 Byrne, John A. 19,42  
 Callahan, J.R. 34  
 Camp, Robert C. 13  
 Campbell, David P. 2,10  
 Cannie, Joan Koob 30,40  
 Capezio, Peter 7,32  
 Carder, Brooks 21  
 Carney, Karen 40  
 Caroselli, Marlene 10  
 Carr, Clay 10,11,12  
 Carr, David K. 23  
 Carr, James 18  
 Carr, Lawrence P. 35  
 Carrasco, Hector R. 32  
 Cartin, T.J. 35  
 Cartwright, T.J. 46  
 Case, Thomas L. 44  
 Casey, David 27  
 Caudron, Shari 18  
 Chamberlain, Robert G. 9  
 Chambers, George J. 9  
 Champagne, Paul J. 21  
 Champy, James 24  
 Chang, Richard Y. 14  
 Chapman, William L. 43  
 Chen, Milton 41  
 Chicken, John C. 17,22  
 Chipkin, Harvey 38  
 Ciampa, Dan 16,20  
 Clark, Charles H. 10  
 Clark, G.J. 36  
 Clark, James D. 21  
 Clark, Kenneth 25  
 Clark, Vicki 18  
 Clarke, Clifford 18  
 Clausing, Don 32



Cleland, David 1,34  
 Clements, Richard B. 45  
 Clemmer, Jim 26  
 Coates, Joseph F. 18  
 Cohen, Debra J. 40  
 Cohen, Steven 4,23  
 Cohen, Wesley M. 39  
 Cole, Ed 47  
 Cole, Robert E. 48  
 Cole, Roger L. 23  
 Collier, David A. 30  
 Collins, James C. 16  
 Conger, Jay 2  
 Conner, Daryl 11  
 Cook, Jeff S. 3  
 Coombs, W. Timothy 16  
 Cooper, Dale F. 22  
 Cope, Glen H. 39  
 Coppola, Anthony 7  
 Corbin, Lisa 24  
 Corradi, Peter 35  
 Corrado, Frank M. 33  
 Corrigan, James P. 45  
 Costello, Sheila 11  
 Cotton, John L. 21  
 Covault, Craig 19  
 Covey, Stephen R. 17,47  
 Cowan, Charles 17  
 Cox, Danny 2  
 Cox, Taylor H. 18  
 Crabb, Steve 25  
 Creech, Bill 37  
 Crego, Edwin 24  
 Cripe, Edward J. 44  
 Crosby, Philip B. 2,35,41  
 Cross, K. Patricia 27  
 Cross, Kelvin 24  
 Crouch, J. Michael 14  
 Cupello, James M. 7  
 Currid, Cheryl 24,44  
 Curry, Lynn 25  
 D'Arcy, Jan 3  
 Dadfar, Hossein 18,34  
 Daniel, Shirley J. 35  
 Darling, John R. 29  
 Dasgupta, Subrata 10  
 Davenport, Thomas H. 24  
 Davidow, William H. 30  
 Dawson, Keith 25  
 Day, Ronald G. 43  
 De Bono, Edward 10,17,28  
 De Geus, Arie P. 27  
 De Pree, Max 2  
 Deal, Don E. 32  
 Dean, Edwin B. 35,43  
 Deep, Samuel D. 3  
 DeLaney, Bill 23  
 Delatte, Ann P. 18  
 Delavigne, Kenneth T. 6  
 DeMarco, Tom 5  
 Deming, William Edwards 6  
 Denton, D. Keith 42,43  
 Derzko, Nicholas A. 39  
 Deschamps, Isabelle 39  
 DeToro, Irving J. 35  
 Diekmann, J.E. 15  
 Dilulio, John J. 23  
 Dinsmore, Paul C. 1  
 DiTomaso, Nancy 18  
 Dixon, J. Robb 24  
 Dobell, A.R. 4  
 Dobson, Paul 16  
 Dobyons, Lloyd 6  
 Doherty, Rick 37  
 Donaldson, Gordon 24  
 Donath, Bob 42  
 Donnelly, James H. 30  
 Donnithorne, Larry 2  
 Douglas, Edward E. 15  
 Doutriaux, Jerome 25  
 Dovidio, John 18  
 Doyle, Kevin 14  
 Drennan, David 33  
 Drigani, Fulvio 15  
 Drory, Amos 40  
 Drucker, Peter F. 11  
 Druker, Marvin 19  
 Dubnicki, Carol 26  
 Duck, Jeanie Daniel 11,36  
 Dumaine, Brian 5  
 Duncan, W. Jack 6,17  
 Dupont-Morales, M.A. 16  
 Durant, Robert F. 4  
 Durate, James E. 28  
 Dwyer, Paula 23  
 Dyer, William G. 5

Ealey, Lance A. 32  
Edelman, Joel 29  
Edgley, Gerald J. 29  
Edmonds, Thomas P. 35  
Edvardsson, Bo 7  
Edwards, Aubrey 18  
Egan, Gerard 16  
Eisman, Regina 41  
Elashmawi, Farid 18,34  
Ember, Lois 19  
English, Michael J. 13  
Enslow, Beth 13  
Epstein, Paul D. 23  
Epting, Laurie 18  
Erickson, Tamara J. 14,34  
Eriksson, I. 43  
Esenberg, Robert W. 22  
Ettore, Barbara 13,20  
Eureka, William E. 43  
Evans, James R. 28  
Evans, Raymond 13  
Everard, Kenneth E. 25  
Ezell, Edward C. 49  
Farnum, Nicholas 31  
Farr, C. Michael 34  
Farrell, John 24  
Feigenbaum, A.V. 35  
Felkins, Patricia K. 36  
Feller, I. 39  
Fellers, Gary 6,31  
Fernandez, John P. 18  
Ferrero, Mathew 37  
Field, Lloyd M. 25  
Fields, George 48  
Filson, Brent 3  
Finnegan, Jerome P. 2  
Fischer, William A. 34  
Fisher, B. Aubrey 17  
Fisher, Deborah J. 27  
Fisher, Kimball 5  
Flanagan, Theresa A. 30  
Flander, Gail 42  
Fleming, Quentin 8  
Fletcher, Clive 29  
Fletcher, Jerry 26  
Flower, Joe 46  
Fogg, C. Davis 16  
Fortescue, Peter W. 9

Fougere, Kenneth T. 44  
Frangos, Stephen J. 37,47  
Fraser, Ronald 2  
Fredericks, Joan O. 30  
Freedman, Sara 41  
Freeland, David B. 33  
Freemantle, David 30  
Frey, Robert 12  
Friedman, Raymond 28  
Fritz, Roger 28  
Frohman, Alan L. 12  
Frost, Ellen L. 48  
Fryman, Roman 49  
Furey, Tim R. 24  
Fyock, Catherine D. 18  
Gabor, Andrea 6  
Gaebler, Ted 23  
Galagan, Patricia A. 26  
Gamache, R. Donald 10  
Gardenswartz, Lee 18  
Gardner, Howard 10  
Gareis, Roland 1  
Garfield, Charles 47  
Garnett, James L. 33  
Garrity, Rudolph B. 4  
Garvey, Gerald 23  
Garvin, David A. 27,41  
Gaskell, David 12  
Gastil, John 17  
Gatignon, Hubert 39  
Geber, Beverly 5,38  
Gebhardt, Joan 14  
Geissler, David 19  
Gellerman, Saul 21  
Gemmill, Gary 21  
George, Stephen 37,41  
Gilbert, G. Ronald 4  
Gilbert, James D. 14  
Gitlow, Howard S. 6,7,32  
Glasser, William 6  
Glassman, Edward 28  
Glaze, Tony 25,29  
Gleick, James 46  
Glenn-Ryan, Rebecca M. 23  
Gluckman, Perry 6  
Goldberg, Beverly 11,16  
Golden, Peggy A. 38  
Goldman, Alan 48

Goldman, Marshall I. 49  
 Goldstein, Jeffrey 11  
 Golembiewski, Robert T. 4  
 Goodgame, Dan 23  
 Gooding, Carl 38  
 Goodman, John A. 14  
 Goodstein, Leonard D. 16  
 Goodwin, Barry L 15  
 Gopalakrishnan, K.N. 43  
 Gordon, Gloria 18  
 Gordon, Jack 18,20,27  
 Gore, Al 23  
 Graessel, Bob 43  
 Grant, Eugene L. 31  
 Grayson, C. Jackson 13  
 Grazier, Peter B. 12  
 Greene, Jay 36  
 Gretz, Karl 10  
 Grey, Stephen 9  
 Griffin, Abbie 43  
 Gros, Jacques G. 13  
 Grose, Vernon L. 22  
 Grossman, Stephen R. 16  
 Grubler, A. 39  
 Gryna, Frank N. 7  
 Guaspari, John 30  
 Quinta, Lawrence R. 28,43  
 Gunderson, Richard L. 5  
 Gunsch, Dawn 38  
 Gupta, Vipul K. 27  
 Guss, Edward J.  
 Gustavsson, Peter 18,34  
 Guy, Mary E. 11  
 Hackman, J. Richard 5  
 Hackney, John W. 1,15  
 Hagedoorn, John 39  
 Haigh, Robert W. 48  
 Halcrow, Allan 18  
 Hale, Sandra J. 23  
 Hales, R.F. 43  
 Hall, Gene 24  
 Hall, Jay 21  
 Hamel, Gary 25  
 Hamilton, Patricia W. 49  
 Hamlin, Sonya 3  
 Hammer, Michael 24  
 Handy, Charles 11,16  
 Hanson, Jeffrey R. 42  
 Hantzler, Meg 5  
 Harari, Oren 12,14  
 Harbour, Jerry 24  
 Harkleroad, David H. 13  
 Harper, Stephen C. 44  
 Harrington-Mackin, Deborah 2  
 Harris, Jean E. 16  
 Harris, Philip R. 18,34,40  
 Harrison, D. Brian 24  
 Harrison, Edward L. 12,21  
 Harry, Mikel J. 31  
 Hart, Christopher W.L. 41  
 Hart, Paul T. 17  
 Harvey, Jerry B. 11  
 Hatwell, Ronald 8  
 Haug, Ruth G. 25  
 Hauser, John R. 43  
 Havener, Clifton L. 43  
 Havens, Tim 11  
 Hayes, Bob E. 12,30,40  
 Heifetz, Michael 11  
 Heimovics, Richard D. 2  
 Heisler, Sanford 1  
 Heldt, John J. 35  
 Hellwig, Helmut 48  
 Hendrick, David A. 31  
 Hendricks, Charles F. 19  
 Henerson, Marlene E. 17  
 Henry, Jane 5  
 Hensley, Carl W. 33  
 Hequet, Marc 12,13,18  
 Herman, Robert D. 2  
 Hickman, Craig 16  
 Higgins, Ronald C. 37  
 Hill, Neil 12  
 Hill, Raymond E. 29  
 Hill, Robert C. 41  
 Hirschfield, Paul P. 40  
 Hirsh, Sandra 29  
 Hitchcock, Darcy 5  
 Hitchins, D.K. 9  
 Hitt, William D. 2,16,44  
 Hoban, Francis T. 1,8,9  
 Hockman, Kymberly 45  
 Hodgetts, Richard M. 41  
 Hoff, Ron 3  
 Holladay, Sherry J 16  
 Holly, Lyn 23

Holt, David H.  
 Hoover, Robert 37  
 Hopkins, Shirley A. 18  
 Hopkins, Willie E. 18  
 Horney, Nicholas F. 35  
 Hornstein, Rhoda S. 9  
 Horovitz, Jacques 30  
 Hossack, Richard 2  
 House, Robert J. 2  
 House, Ruth S. 17  
 Hrebeniak, Lawrence 47  
 Hubbell, Larry 29  
 Humphrey, Watts S. 10  
 Hunt, V. Daniel 23,24  
 Hunter, Michael R. 43  
 Hutchins, Greg 45  
 Hutton, David W. 44  
 Hyde, Albert C 4  
 Iacovini, John 11  
 Ingraham, Patricia 23  
 Ireland, Karin 38  
 Ishikawa, Kaoru 7  
 Jacobs, Robin 25  
 James, Graham 42  
 Jamieson, David 18  
 Janov, Jill 11  
 Janson, Robert 5,24  
 Jarnagan, Harry W. 15  
 Jellison, Jerald M. 11  
 Jenkins, Harriet 18  
 Johnson, Barry 28  
 Johnson, Bonnie M. 17  
 Johnson, Kenneth 12,23  
 Johnson, Michael L. 37  
 Johnson, Perry L. 45  
 Johnson, Richard S. 2,11  
 Johnson, Russell D. 35  
 Johnson, Virginia 18,28,33  
 Johnston, William B. 18  
 Joiner, Brian L. 11  
 Joplin, Janice R. 2  
 Jordan, Jennifer 4  
 Jovanovic, Boyan 39  
 Judson, Arnold 16  
 Juran, J.M. 7,20  
 Kanter, Rosabeth Moss 11,36  
 Kantner, Rob 45  
 Kaplan, Burton 33  
 Katz, Steven J. 13  
 Katzenbach, Jon 5,26  
 Kaufman, Herbert 23  
 Kaufman, Roger A. 16  
 Kay, Ronald 10  
 Kaye, Kenneth 29  
 Kayser, Thomas A. 17  
 Kearny, Lynn 10  
 Keehley, Pat 20  
 Kellogg, Jefferson 40  
 Kelly, Michael R. 28  
 Kemp, Evan J., Jr. 4,36  
 Kemper, Gary 33  
 Kemps, Robert R. 7  
 Kendrick, John J. 14  
 Kennedy, Mike O. 9  
 Kennedy, William H. 39  
 Kerzner, Harold 8  
 Kets de Vries, Manfred 2  
 Ketteringham, John M. 2  
 Kettl, Donald 23  
 Keys, Bernard 38  
 Kezsbom, Deborah S. 1,15,17  
 Kharbanda, Mohan 13  
 Kiel, L. Douglas 46  
 Kiely, Thomas 38  
 Kilian, Cecelia S. 6  
 Kim, Daniel H. 27  
 Kim, Steven H. 10  
 Kimmons, Robert L. 1  
 King, Bob 43  
 King, David 1  
 King, Jonathan B. 46  
 King, Margaret J. 16  
 King, Paula J. 23  
 Kinlaw, Dennis C. 5,7,40  
 Kinni, Theodore 5,43  
 Kirker, Tracy 20  
 Kirkpatrick, David 19  
 Kirkpatrick, Donald L. 3  
 Kissel, R. 32  
 Klassen, Cathryn 33  
 Klaus, Gunther 42  
 Klein, Mark M. 24  
 Kleiner, Brian H. 35  
 Kline, James J. 4  
 Kline, Peter 27  
 Kloppenborg, Tim 15

Klubnick, Joan 5  
 Knotts, Uly S. 41  
 Knutson, Joan R. 1,8  
 Kochan, Anna 45  
 Kohl, John R. 48  
 Kohn, Alfie 21  
 Kolesar, Peter J. 37  
 Korte, Rick 19  
 Kotter, John P. 2,37  
 Kouzes, James M. 2  
 Krackhardt, David 42  
 Kramer, Jeff 36  
 Kramlinger, Daniel H. 27  
 Kraut, A.I. 25  
 Kroehnert, Gary 38  
 Krug, Doug 2  
 Kuhn, Robert L. 10  
 Kumar, Kamalesh 44  
 Kumar, U. 39  
 Kumar, V. 39  
 Kume, Hitoshi 7  
 Kurland, Orim M. 22  
 Kuwahara, Yutaka 19  
 Laabs, Jennifer J. 12  
 Lacey, Miriam 21  
 Lach, Saul 39  
 Lafrance, Martin 25  
 Lam, A.C. 48  
 Lambert, Clark 3  
 Lammers, Teri 42  
 Land, Geo. [see Ainsworth-Land]  
 Landingham, Richard D. 43  
 Langdon, Michael J. 2  
 Larkin, T.J. 11  
 Laudicina, Eleanor V. 18  
 Launsby, Robert 32  
 Lawbaugh, William M. 8,9,22  
 Lawler, Edward E. III 12,21  
 Lawrie, John 36  
 Lawson, J. Ronald 31  
 Lawton, Robin L. 30  
 Lee, Chris 29  
 Lee, Paul Munier 29  
 Lee, T.J. 34  
 Leeds, Dorothy 33  
 Leibman, Michael S. 14  
 Lennark, Raymond 15  
 Leonard-Barton, Dorothy 39  
 Lesly, Philip 17  
 Lester, Albert 15  
 Lester, Tom 42  
 Levering, Robert 14  
 Levin, Martin A. 23  
 Levinthal, Daniel A. 39  
 Lewis, H.W. 22  
 Lewis, James P. 5,15  
 Ligus, Richard G. 24  
 Likert, Rensis 2  
 Linden, Russ 24  
 Linstone, Harold A. 10  
 Lipnack, Jessica 5  
 Lipshitz, Raanan 25  
 Little, John H. 6  
 Litwin, George 26  
 Lochner, Robert H. 32  
 Lock, Dennis 1  
 Loden, Marilyn 18  
 Logan, Linda R. 5,17  
 Logsdon, John M. 34  
 Logsdon, Thomas S. 28  
 London, Manuel 44  
 Loraine, Donna 15  
 LoSardo, Mary 30  
 Love, Sydney F. 8  
 Lowenthal, Jeffrey 24  
 Luecke, Richard A. 2  
 Lundgren, Regina 22  
 Lundy, James L. 2  
 Luthans, Fred 25  
 Luther, David B. 7,14,41  
 Lutz, Robert 5  
 Lynch, Richard 2  
 Lynch, Robert F. 5,44  
 Lynn, L.H. 48  
 Maccoby, Michael 27  
 MacLaurin, Sue 17  
 Maddux, Gary A. 43  
 Magee, Roderick R. II 2  
 Magee, Jeff 36  
 Magjuka, Richard J. 12  
 Maher, Thomas E. 48  
 Mahoney, Francis X. 41,45  
 Maier, M.W. 43  
 Mainelli, Michael 16  
 Makiuchi, Reiko 48  
 Manganelli, Raymond 24

Mann, Nancy R. 6  
Manning, George 33  
Manz, Charles C. 26  
Manzanera, Ignacio 15  
Mapes, James J. 42  
March, James G. 17  
Marlowe, Herbert 23  
Marquardt, Michael 27  
Marshak, Robert J. 11  
Marshall, David 5  
Marshall, Robert 11  
Martino, J.P. 39  
Mason, David H. 16  
Mathews, K. Michael 26  
Matson, Robert E. 44  
Matsuhita, Konosuke 2  
Mattimore, Bryan 10  
Mattson, Jan 7  
Maurer, Rick 47  
McCalman, James 36  
McCoy, Thomas J. 21  
McDermott, Robin 10  
McDonald, Frank 1  
McDonough, Stephen G. 19  
McElrath-Slade, Rose 24  
McFadden, F. 43  
McGill, Michael E. 27  
McKendall, Marie 11  
McKenna, Joseph F. 36  
McKim, Robert A. 22  
McLaughlin, Larry L. 9  
McLaughlin, Mark 42  
McLean, J.W. 2  
McMichael, John R. 47  
McWhinney, Will 11  
Mead, R. 18  
Medlin, Steve 20  
Melcher, Bonita 16  
Mellander, Klas 27  
Melohn, Tom 47  
Mercer, James L 16  
Meredith, Jack R. 1,8  
Messmer, Max 19  
Meyer, Christopher 5,7  
Michaels, Jack V. 8  
Michalak, Christopher F. 15  
Michalko, Michael 10  
Milakovich, Michael E. 4  
Miller, Jeffrey G. 13  
Miller, William C. 10  
Mills, Charles A. 7  
Mills, Daniel Q. 12  
Minarik, Etienne 10  
Mink, Oscar G. 26,36  
Mintzberg, Henry 11,16  
Mitchell, B. 31  
Mitchell, Terence R. 2  
Mitroff, Ian I. 10,24  
Mitsch, Barry F. 33  
Mittelstaedt, Robert E. 13  
Mizaur, Don G. 23  
Moe, Ronald C. 23  
Moen, Ronald 32  
Montgomery, Douglas C. 31  
Moody, Patricia E. 47  
Moore, Carl C. 47  
Moore, G. 48  
Moore, George P. 31  
Moore, John M. 15  
Moore, Mary M. 47  
Moran, Robert T. 18,40  
Moravec, Milan 42  
Morris, Daniel 24  
Morrison, Ann M. 18  
Morrison, David C. 23  
Morrow, Mark 45  
Morse, Wayne J. 35  
Mosley, Donald C. 47  
Moss, Vicki 22  
Mowen, John C. 17  
Mukherjee, Subhransu 34  
Muller, E.J. 19  
Mumford, Alan 27  
Munoz, Jairo 31  
Murray, Bruce 40  
Murray, Sylvester 18  
Murrell, Audrey J. 17  
Musmann, Klaus 39  
Myers, M. Scott 2  
Nadler, David 11  
Nadler, Gerald 28  
Nadler, Leonard 3  
Nadler, Zeance 3  
Nakhai, Behnam 41  
Nakicenovic, N. 39  
Nandakumar, P. 35

Nanus, Burt 16  
Navran, Frank J. 47  
Nayak, P. Ranganath 2,26  
Neave, Henry R. 6  
Neilson, Gary L. 19  
Nelson, Bob 21  
Nelson, Reed E. 26  
Nelson, Robert B. 3  
Neuhauser, Peg C. 29,38  
Neusch, Donna R. 26  
Neves, Joao S. 41  
Nevo, Baruch 25  
Nicholas, John M 1  
Nielsen, Chase 31  
Nielsen, Duke 47  
Nienstedt, Philip R. 19  
Nilson, Carolyn D. 38  
Nirenberg, John 5  
Niwa, F. 48  
Noori, Hamid 32  
Norman, Rick 43  
Nuchbinder, Benjamin 22  
Nurick, Aaron J. 5  
Oakley, Ed 2  
Oakley, Judith 21  
O'Brien, Michael 27  
Odiorne, George S. 46  
Oestreich, Daniel K. 21  
Ohmae, Kenichi 34  
Oikawa, Naoko 48  
O'Neill, Paul E. 44  
Onkvisit, Sak 39  
Orsburn, Jack D. 5  
Osborne, David 23  
Ostroff, Frank 42  
Ott, Ellis R. 31  
Ottenhouse, David 13  
Overman, E. Sam 15  
Overman, Stepheneie 38  
Owen, Gordon 25  
Pace, Larry A. 23  
Pacetta, Frank 21  
Packer, Arnold 26  
Pagonis, William G. 2  
Paquette, Penny C. 42  
Parker, Al 37  
Parker, Glenn M. 5  
Parkinson, Don 15

Partlow, Charles G. 37  
Pascarella, Perry 46  
Pasmore, William A. 11,26  
Paton, Robert A. 36  
Patten, Thomas H, Jr. 14  
Patterson, Denise M. 37  
Paulson, Lynda 3  
Payne, Seth 19  
Peace, Glen S. 32  
Pearce, John A. 18  
Peat, David 46  
Peles, Charles J. 8  
Pennell, James P. 19  
Penner, Donald 1  
Pepper, Gerald L. 33  
Perry, Lee T. 16  
Peters, Tom 4,42,46  
Peterson, Shirley D. 23  
Petrini, Catherine M. 18  
Petroski, Henry 22  
Petrozzo, Daniel 24  
Pfeiffer, J. William 3,16,38  
Phillips, Nicola 5  
Phillips, Steven R. 28  
Pickering, John W. 44  
Pierce, John L. 40  
Pignatiello, Joseph J. 32  
Pinchot, Elizabeth 23  
Pinchot, Gifford 23  
Pitt, Hy 31  
Pittman, R. Bruce 9  
Plunkett, Lorne 12  
Poirier, Charles C. 47  
Pomerleau, Raymond 18  
Poole, Jeanne C. 37  
Porras, Jerry I. 16  
Port, Otis 20  
Portis, Bernard 12  
Posner, Bruce G. 23  
Postula, Frank D. 35  
Potter, Christopher C. 44  
Powell, Gary N. 48  
Pralhad, C.K. 25  
Praizler, Nancy C. 43  
Pratt, Maurice D. 24  
Prevost, Tom 19  
Priesmeyer, H. Richard 46  
Prince, Frank A. 50

Pritchard, Wendy 11  
Proctor, J. 33  
Pryor, Lawrence S. 13  
Quesada, G.M. 39  
Quick, Thomas L. 21  
Quigley, Joseph V. 16  
Quinn, James Brian 42  
Quinn, Robert E. 26  
Rabb, Margaret 3  
Rabbitt, John T. 45  
Radel, Robert J. 37  
Radnor, M. 39  
Raftery, John 22  
Rahbar, Fred 34  
Ramsey, Robert D. 18  
Randolph, W. Alan 1,5  
Rankin, J. 9  
Ransley, Derek L. 13  
Ray, George F. 39  
Ray, Michael 10  
Rayner, Steven R. 26,40  
Raynor, Michael E. 43  
Recardo, Ronald J. 36  
Redding, John 27  
Reed, Steven R. 48  
Reedy, Roger F. 45  
Rehfield, John E. 2,48  
Reilly, Norman B. 9  
Reimann, Curt 41  
Reiss, Geoff 1  
Reitsperger, Wolf D. 35  
Renner, Peter 38  
Reschke, H. 1  
Reurink, John H. 4  
Reynolds, Larry 19  
Reynold, Simon 22  
Rice, Faye 18  
Richey, John 34  
Rickards, Tudor 28  
Ricks, David 34  
Rieley, James B. 14  
Rigby, Darrell 24  
Rigg, Michael 42  
Riley, Pat 5  
Ripley, Marie J. 12  
Ripley, Robert E. 12  
Ritter, Diane 41  
Ritz, George J. 8

Roberts, Amy V. 18  
Roberts, Lon 24  
Roberts, Nancy C. 23  
Robertson, Peter J. 11  
Robertson, Thomas S. 39  
Robinson, Betty 19  
Robinson, Everett 29  
Robinson, Ron M. 26  
Robinson, Virginia B. 33  
Robson, George D. 24  
Robson, Mike 28  
Rodriguez, Ramon 12  
Rogers, Everett M. 39  
Rollins, Thomas 40  
Romzek, Barbara S. 40  
Roomer, Diana 6  
Rosenau, Milton D. 1  
Rosenbluth, Hal F. 30  
Rosenkopf, Lori 39  
Ross, David 8  
Ross, Phillip J. 32  
Roth, Aleda 27  
Roth, Harold 7,35  
Rothenberg, Albert 10  
Rothstein, Lawrence P. 23  
Rouse, William 10,11  
Rubinstein, Moshe F. 28  
Russell, J.P. 13  
Russell, Peter 10  
Rust, Roland 35  
Ryan, Kathleen D. 21  
Ryan, Nancy E. 43  
Sage, Andrew 9  
Sakofsky, Steven 45  
Salm, James L. 35  
Samad, Sarwar 8  
Sandbulte, Arend 2  
Sanders, Steve R. 47  
Sandwith, Paul 25  
Santell, Michael P. 32  
Santora, Joyce E. 37  
Sayles, Leonard 26  
Saylor, James H. 30  
Scannell, Edward E. 38  
Schaaf, Dick 33  
Schaller, Robert C. 31  
Scharf, Alan 44  
Schein, Edgar H. 27



Schelle, H. 1  
 Scherkenbach, William W. 6,14  
 Scheuing, Eberhard E. 30  
 Schimrock, H. 22  
 Schmidt, John 47  
 Schmidt, Warren H. 2  
 Schneider, Benjamin 40  
 Scholtes, Peter 5  
 Schwartz, M. H. 4  
 Schwarz, Robert A. 37  
 Scott, William G. 2  
 Scott-Morgan, Peter B. 11,26  
 Seemer, Robert H. 41  
 Sells, Bill 22  
 Senge, Peter 16,27  
 Shaffer, Jim 47  
 Shaheen, Salem K. 8  
 Shaw, John J. 39  
 Shaw, Thomas E. 22  
 Shelley, Rex 48  
 Shenas, Delavar 48  
 Sheridan, Bruce M. 16  
 Sheridan, John H. 13  
 Sherman, Joe 37  
 Sherwood, Mark K. 7  
 Shetty, Y.K. 41  
 Shewhart, Mark 31  
 Shirts, R. Garry 38  
 Shisko, Robert 9  
 Shonk, James H. 5,40  
 Shoop, Tom 4,23  
 Siebenaler, Alan F. 26  
 Siegel, Joel G. 8  
 Silberman, Mel 38  
 Silverberg, Eric C. 15  
 Sim, Jae K. 8  
 Simmons, John 47  
 Simmons, Sylvia H. 3  
 Simons, George F. 18  
 Singh, Durgesh 13  
 Singh, Rohit 15  
 Sink, D. Scott 7  
 Skiadas, Christos H. 39  
 Skytte, Kurt 9  
 Sloma, Richard S. 7  
 Smith, A. 22  
 Smith, A. Keith 4  
 Smith, Douglas 42  
 Smith, Jerald R. 38  
 Smith, Katherine 25  
 Smith, Lee 27  
 Smith, Phyl 10  
 Smith, Raymond W. 26  
 Snyder, Neil H. 2  
 Solomon, Muriel 29  
 Spechler, Jay W. 37  
 Spencer, Lyle M. 25  
 Spendolini, Michael J. 13  
 Spinner, M. Pete 8  
 Sprent, Peter 22  
 Sprow, Eugene E. 32  
 Stacey, Ralph 46  
 Stata, Ray 27  
 Steele, Lowell W. 34  
 Steeples, Marion 41  
 Stein, Robert E. 31  
 Sternberg, Robert J. 10  
 Stevens, David P. 14  
 Stevens, Tim 6  
 Stewart, James R. 48  
 Stewart, Thomas A. 11,24  
 Stodgill, Ralph M. 2  
 Stone, Edward P. 31  
 Stone, J.R. 22  
 Stout, Gail B. 19  
 Stralkowski, C. Michael 47  
 Strassman, Paul A. 24  
 Stratton, Brad 4,23  
 Strebel, Paul 11  
 Strohmeier, Stefan 29  
 Stuckenbruck, Linn C. 5  
 Sudman, Seymour 40  
 Sugar, Stephen E. 38  
 Sujansky, Joanne G. 47  
 Suver, James D. 35  
 Swieringa, Joop 27  
 Szakonyi, Robert 7  
 Tagler, Richard C. 23  
 Tagliere, Daniel 3  
 Taguchi, Genichi 32  
 Takeda, Yasutsugu 19  
 Tannen, Deborah 33  
 Tanner, John F. 48  
 Tanny, Stephen M. 39  
 Taylor, Susan 24  
 Tenner, Arthur R. 35

Terry, Robert W. 2  
Thiagarajan, Sivasailam 38  
Thibodeaux, Mary S. 44  
Thiederman, Sondra B. 18  
Thomas, Brian 38  
Thomas, R. Roosevelt 18  
Thompson, Charles 10  
Thompson, Fred 19,23  
Thompson, James G. 13  
Thor, Carl 26  
Tichy, Noel M. 11  
Tipping, James W. 19  
Tobin, Daniel 27  
Toft, Brian 22  
Tomasko, Robert M. 24,42  
Tompkins, Bill G. 8,15  
Tompkins, Phillip K. 33  
Torres, Crescencio 5  
Townsend, Patrick L. 14  
Tregoe, Benjamin 16  
Trent, Debra M. 4  
Tribus, Myron 44  
Trompenaars, Fons 18  
Troy, Kathryn L. 21,33  
Tschol, John 30  
Tsojvold, Dean 29  
Tsui, Kwok-Leung 32  
Tuttle, Thomas C. 7  
Tyson, Thomas 35  
Unal, Resit 32,35  
Utterback, James 10,11  
Van Matre, Joseph G. 6  
VanGundy, Arthur B. 10,28  
Vardaman, James 48  
Vardaman, Michiko 48  
Vargo, Ronald P. 19  
Varney, Glenn H. 5  
Vickers, Peter 48  
Vinten, Gerald 46  
Vlach, Kenneth 36  
Vogl, A.J. 24  
Von Oech, Roger 10  
Waddle, Jeffrey R. 3  
Wagenheim, George D. 4  
Walker, Terry 14  
Wallace, Thomas 30  
Walsh, Francis J. 7  
Walters, Jonathan 23

Walters, Lilly 3  
Walton, Donald W. 33  
Walton, Mary 6  
Walton, Sally 18  
Ward, Sol 8  
Warner, David 23  
Wash, Michael 11  
Waterman, Robert H. 11  
Watkins, Karen 27  
Watson, Gregory 13  
Watson, Tony J. 46  
Wechsler, Barton 23  
Weimerskirch, Arnold 37  
Weiser, Martin W. 32  
Weiss, Stephen 18  
Weitzel, William 2  
Weixel, Suzanne 42  
Wellins, Richard S. 5  
Wergin, Jon F. 25  
Werner, Joseph G. 36  
Werner, Thomas J. 44  
Werz, Edward W. 30  
Weschler, Barton 4  
Westley, Frances 11  
Westney, Richard E. 15  
Wheatley, Margaret 2,27,46  
Wheeler, Donald J. 31,46  
Wheeler, Michael L. 18  
Whiteley, Richard 30,40  
Whittle, S. 36  
Wick, Calhoun 27  
Wideman, R. Max 22  
Wiebe, Frank A. 44  
Wierdsma, Andre 27  
Wiesendanger, Betsy 3,38  
Wilke, H.A.M. 17  
Wilkerson, David 40  
Williams, Mary 18  
Willoughby, John K. 9  
Wilson, Donald O. 17  
Wilson, James Q. 23  
Wilson, Jeanne M. 2  
Wilson, Laura A. 4  
Wilson, Paul F. 36  
Wilson, Terry 11  
Winner, Robert I. 19  
Wipper, Laura 37  
Wissema, Hans 42

Wittmer, Dennis 4  
Wolff, Michael F. 26  
Wong, Yim Yu 48  
Wood, Patricia B. 37  
Wood, William P. 8  
Woodward, Harry 11  
Woodward, Nina E. 36  
Wooldridge, Blue 4  
Worthington, B. 36  
Wozniak, Christopher 31  
Wynant, Edward A. 8  
Yandrick, Rudy M. 14  
Yates, Janet 34  
Yeo, K.T. 9  
Yorks, Lyle 11  
Youde, Richard K. 35  
Youker, Robert 34  
Young, Mary 33  
Yunker, Del L. 8  
Yunus, Nordin B. 15  
Zdenek, Marilee 28  
Zeidler, Pete 43  
Zeithaml, Valarie A. 30,40  
Zelazny, Gene 3  
Zemke, Ron 28,29,35  
Zenger, John H. 5  
Zigon, Jack 5  
Zimmerman, Steven M. 31  
Zuckerman, Amy 45

