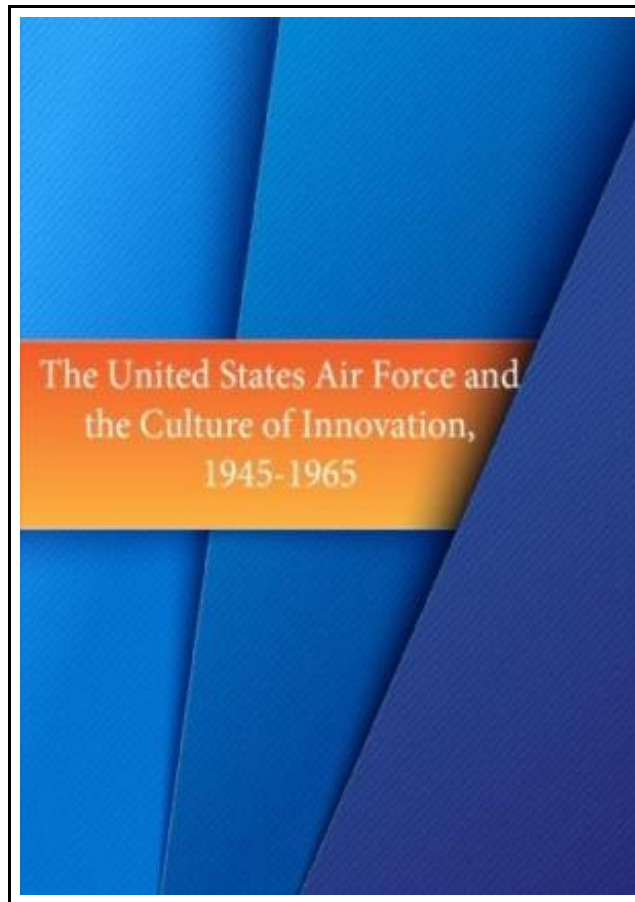


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Createspace, United States, 2015. Paperback. Book Condition: New. 254 x 178 mm. Language: English . Brand New Book ***** Print on Demand *****.Professor Stephen B. Johnson demonstrates in fine detail how the application of systems management by the United States Air Force to its ballistic missiles and computer programs not only produced critical new weapons, but also benefited American industry. Systems management harmonized the disparate goals of four interest groups. For the military it brought rapid technological progress; for scientists, new products; for engineers, dependability; and for managers, predictable cost. The process evolved, beginning shortly after the end of World War II, when Gen. Henry H. Hap Arnold directed that the Army Air Forces (later the U.S. Air Force) continue its wartime collaboration with the scientific community. This started as a voluntary association, with the establishment of the Scientific Advisory Board and Project RAND. In the early 1950s, the Air Force reorganized its research and development (RD) function with the creation of Air Research and Development Command (ARDC) and the Air Staff's office of deputy chief of staff for development (DCS/D), which were both aimed at controlling the scientists. The systems management approach evolved out of a jurisdictional conflict between ARDC and its rival, Air Materiel Command (AMC). The latter controlled RD finances and was determined not to relinquish its prerogatives. Of course, ARDC argued that this was a case of having responsibility without the requisite authority. At first represented by Gen. Bernard A. Schriever's ballistic missiles program, ARDC bypassed traditional organizational structures. Schriever's Western Development Division (WDD), located at Inglewood, California, made its case, based upon the Soviet Union's nuclear threat, to engage in the race to develop longrange ballistic missiles. Ultimately, Schriever's new project management and weapons systems procedures-concurrency-produced a family of missile...



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