



The Development of the B-52 and Jet Propulsion

A Case Study in Organizational Innovation



**Superb History of America's Durable Strategic
Nuclear Bomber Aircraft and Engine**

Military Revolutions

The Development Of The B52 And Jet Propulsion A Case Study In Organizational Innovation

Mark D. Mandeles



The Development Of The B52 And Jet Propulsion A Case Study In Organizational Innovation:

The Development of the B-52 and Jet Propulsion Mark D. Mandeles, 2002-04 The Development of the B 52 and Jet Propulsion A Case Study in Organizational Innovation is a coherent and nonpolemical discussion of the revolution in military affairs a hot topic in the national security arena Mark Mandeles examines an interesting topic how can the military better understand manage and evaluate technological development programs We see Murphy s Law anything that can go wrong will go wrong in operation No matter how carefully the military designs plans and programs the process of technological development inevitably equipment organizations and people will challenge the desired expectations Mandeles argues convincingly that recognizing the inevitability of error may be the single most important factor in the design of effective organizations and procedures to foster and enhance innovative technology and concepts The book focuses on the introduction of jet propulsion into the B 52 This case study illustrates the reality that surprises and failures are endemic to development programs where information and knowledge are indeterminate ambiguous and imperfect Mandeles choice of the B 52 to illustrate this process is both intriguing and apt The military had no coherent search process inevitably leading to the choice of a particular technology nor was decision making concerning the B 52 development program coherent or orderly Different mixtures of participants problems and solutions came together at various times to make decisions about funding or to review the status of performance projections and requirements This book integrates a detailed historical case study with a fine understanding of the literature on organization and innovation It is a story of decision making under conditions of uncertainty ambiguity and disagreement *The Development of the B 52 and Jet Propulsion* Mark David Mandeles, 1998

The Development of the B-52 and Jet Propulsion Mark D. Mandeles, 2012-08-06 The B 52 and Jet Propulsion A Case Study in Organizational Innovation is a coherent and nonpolemical discussion of the revolution in military affairs a hot topic in the national security arena Mark Mandeles examines an interesting topic how can the military better understand manage and evaluate technological development programs We see Murphy s Law anything that can go wrong will go wrong in operation No matter how carefully the military designs plans and programs the process of technological development inevitably equipment organizations and people will challenge the desired expectations Mandeles argues convincingly that recognizing the inevitability of error may be the single most important factor in the design of effective organizations and procedures to foster and enhance innovative technology and concepts The book focuses on the introduction of jet propulsion into the B 52 This case study illustrates the reality that surprises and failures are endemic to development programs where information and knowledge are indeterminate ambiguous and imperfect Mandeles choice of the B 52 to illustrate this process is both intriguing and apt The military had no coherent search process inevitably leading to the choice of a particular technology nor was decision making concerning the B 52 development program coherent or orderly Different mixtures of participants problems and solutions came together at various times to make decisions about funding or to review the status of

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The Development of the B-52 and Jet Propulsion Mark David Mandeles,1998 National security decision makers face an uncertain world where the accelerated growth of knowledge has changed the character of technological advance and destabilized long standing relations within and among the military services Dr Mandeles separates the principles that guide decision making from the proverbs through a case study of decision making in the early post World War II period This study examines the impact of organization on the invention and development of jet propulsion in the form of the B 52 and illustrates both the organizational conditions conducive to developing new operational concepts and the organizational innovations necessary to implement new technology This study also examines how the Air Force organized to learn and acquire new technology how the Air Force conceived or identified problems and how it organized to ensure management would respond to program failure or errors Attention is devoted to the origins of the weapons system operational requirement the initial concept of operation the evolution of technology organizational structure and implementation

The Development of the B-52 and Jet Propulsion - a Case Study in Organizational Innovation - History of America's Cold War Nuclear Bomber and the Jet Propulsion Technology That Made It Possible Air University Press,U. S. Military,Department of Defense (DoD),World Spaceflight News,Mark D. Mandeles,U. S. Air Force (USAF),2017-05-16 The B 52 and Jet Propulsion A Case Study in Organizational Innovation is a coherent and nonpolemical discussion of the revolution in military affairs a hot topic in the national security arena Mark Mandeles examines an interesting topic how can the military better understand manage and evaluate technological development programs We see Murphy s Law anything that can go wrong will go wrong in operation No matter how carefully the military designs plans and programs the process of technological development inevitably equipment organizations and people will challenge the desired

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a particular organization Few place these individuals and organizations within the complex context where they operate Yet it is this very context that is a powerful determinant of how actions are conceived examined and implemented and of how errors are identified and corrected The historical cases that Mandeles examines reveal how different military services organized to learn accumulate and retrieve knowledge and how their particular organization affected everything from the equipment they acquired to the quality of doctrine and concepts used in combat In cases where more than one community of experts was responsible for weighing in on decisionmaking the service benefited from enhanced application of evidence sound inference and logic These cases demonstrate that for senior leadership participating in such a system should be a strategic and deliberate choice In each of the cases featured in this book no such deliberate choice was made The interwar U S Navy USN aviation community and the U S Marine Corps amphibious operation community were lucky that in a time of rapid technological advance and strategic risk their decisions in framing and solving technological and operational problems were made within a functioning multi organizational system The Army Air Corps and the Royal Marines were unfortunate with corresponding results It is characteristic of 20th century military history that no senior civilian or military leader suggested a policy to handle overlapping responsibilities by multiple departments Today s policymakers have not learned this lesson In the present time while a great deal of thought is devoted to proper organizational design and the numbers of persons required to perform necessary functions there is still no overarching framework guiding these designs

Destructive Creation Mark R. Wilson, 2016-08-03 During World War II the United States helped vanquish the Axis powers by converting its enormous economic capacities into military might Producing nearly two thirds of all the munitions used by Allied forces American industry became what President Franklin D Roosevelt called the arsenal of democracy Crucial in this effort were business leaders Some of these captains of industry went to Washington to coordinate the mobilization while others led their companies to churn out weapons In this way the private sector won the war or so the story goes Based on new research in business and military archives *Destructive Creation* shows that the enormous mobilization effort relied not only on the capacities of private companies but also on massive public investment and robust government regulation This public private partnership involved plenty of government business cooperation but it also generated antagonism in the American business community that had lasting repercussions for American politics Many business leaders still engaged in political battles against the New Deal regarded the wartime government as an overreaching regulator and a threatening rival In response they mounted an aggressive campaign that touted the achievements of for profit firms while dismissing the value of public sector contributions This probusiness story about mobilization was a political success not just during the war but afterward as it shaped reconversion policy and the transformation of the American military industrial complex Offering a groundbreaking account of the inner workings of the arsenal of democracy *Destructive Creation* also suggests how the struggle to define its heroes and villains has continued to shape economic and political development to the present day

The Development of the B-52 and Jet Propulsion: a Case Study in Organizational Innovation - Superb History of America's Durable Strategic Nuclear Bomber Aircraft and Engine, Military Revolutions U. S. Military, Department of Defense (DoD), U. S. Air Force (USAF), U. S. Government, 2018-02-26

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Special Bibliography Series ,1957 **Winged Crusade** ,2003 This bibliography lists a selected portion of the McDermott Cadet Library s holdings on the American experience of manned powered flight during the twentieth century Excluded are newspaper articles most pictorial works works dealing with lighter than air flight and studies of rotorcraft

The Development of the B-52 and Jet Propulsion Mark David Mandeles, 1998 National security decision makers face an uncertain world where the accelerated growth of knowledge has changed the character of technological advance and

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The Other Space Race Nicholas Michael Sambaluk, 2015-12-15 The Other Space Race is a unique look at the early U S space program and how it both shaped and was shaped by politics during the Cold War Eisenhower s New Look expanded the role of the Air Force in national security and ultimately allowed ambitious aerospace projects namely the Dyna Soar a bomber equipped with nuclear weapons that would operate in space Eisenhower s space policy was purely practical creating a strong deterrent against the use of nuclear arms against the United States With the Soviet launch of Sputnik in 1957 the political climate changed and space travel became part of the United States national discourse Sambaluk explores what followed including the scuttling of the Dyna Soar program and the transition from Eisenhower s space policy to John Kennedy s This well argued well researched book gives much needed perspective on the Cold War s influence on space travel and its relation to the formation of public policy

American Military Technology Barton C. Hacker, Margaret Vining, 2007-11-29 The growth of American engineering and science has affected military technology organization and practice from the colonial era to the present day even as military concerns have influenced and often funded domestic engineering programs and scientific development American Military Technology traces the interplay of technology and science with the armed forces of the United States in terms of what Hacker and Vining view as epochs 1840 1865 the introduction of modern small arms steam power and technology science and medicine 1900 1914 the naval arms race torpedoes and submarines and the signal corps and the airplane and 1965 1971 McNamara s Pentagon technology in Vietnam guided missiles and smart bombs The book is an excellent springboard for understanding the complex relationship of science technology and war in American history

The Future of War Mark Mandeles, 2014-05-27 Many analysts have heralded the U S military s Revolution in Military Affairs RMA a qualitative improvement in operational concepts and weapons that transforms the nature and character of warfare Focusing on military technology most argue that the new sensor surveillance communications and computational technologies will usher in a period in which U S military capabilities will far exceed those of potential competitors Developments in such fields as nanotechnology robotics and genetic engineering will greatly influence new weapons designs of the twenty first century These discussions about military revolutions however too often ignore or only

pay lip service to the role of military organization in improving combat capability They downplay the relationship between organizational structure and outcomes the difficulties of coordinating large organizations composed of many people and offices having specialized roles and the challenges of calculation attention and memory that face individuals making decisions with inadequate or ambiguous information under short deadlines or stressful situations Mark D Mandeles argues that the key to future combat effectiveness is not in acquiring new technologies but rather in the Defense Department's institutional and organizational structure and its effect upon incentives to invent to innovate and to conduct operations effectively Doing so requires the military establishment to resist incentives to substitute short term technological gains for long term operational advantages and to maintain incentives for effective long term innovation **Parameters** ,1998

Flying Saucers Over America Gordon Arnold,2021-12-17 On June 24th 1947 a private pilot reported numerous dazzling objects rushing through the sky above Mount Rainier in Washington state It was the start of the current UFO phenomena one of the country's most perplexing and persistent mysteries Within a few weeks hundreds of sightings of flying saucers were reported to news media Surprising reports of a UFO crash in Roswell New Mexico further added to the mystery that July Since then UFOs have sparked a slew of incredible claims and speculations This is a sober and honest history of America's first major saucer craze based on many sources including previously classified government records The book cuts through decades of mystique and confusion beginning with the 1947 UFO wave and ending with the launch of Project Blue Book in 1952 Balanced and comprehensive this history provides background social context and other tools for reframing perceptions of a controversial subject *Defense Transformation* Kevin P. Reynolds,2006 **A Companion to American Military History** James C. Bradford,2009-11-03 With more than 60 essays A Companion to American Military History presents a comprehensive analysis of the historiography of United States military history from the colonial era to the present Covers the entire spectrum of US history from the Indian and imperial conflicts of the seventeenth century to the battles in Afghanistan and Iraq Features an unprecedented breadth of coverage from eminent military historians and emerging scholars including little studied topics such as the military and music military ethics care of the dead and sports Surveys and evaluates the best scholarship on every important era and topic Summarizes current debates and identifies areas where conflicting interpretations are in need of further study [Air Force Magazine](#) ,1998-07

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