



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

Xiaolong Qi



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

The Development Of The B-52 And Jet Propulsion: A Case Study In Organizational Innovation Dr. Mark D Mandeles, 2018-10 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 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* 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 performance projections and requirements Three aspects of the B 52 s history are striking because they challenge conventional wisdom about rationally managed innovation First Air Force personnel working on the B 52 program did not obtain the aircraft they assumed they would get when the program began Second the development process did not conform to idealized features of a rational program While a rationally organized program has clear goals adequate information and well organized and attentive leadership the B 52 development process exhibited substantial disagreement over and revision of requirements or goals and ambiguous imperfect and changing information Third the messy development process as described in the book forestalled premature closure on a particular design and spurred learning and the continuous introduction of new knowledge into the design as the process went along Military innovations involve questions about politics cooperation and coordination and social benefits and like other development efforts there appears to be no error free method to predict at the outset the end results of any given program This study offers a major lesson to today s planners improving the capacity of a number of organizations with overlapping jurisdictions to interact enhances prospects to innovate new weapons and operational concepts We can mitigate bureaucratic pathologies by fostering interaction among government and private organizations

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 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 Three aspects of the B 52 s history are striking because they challenge conventional wisdom about rationally managed innovation First Air Force

personnel working on the B 52 program did not obtain the aircraft they assumed they would get when the program began. Second, the development process did not conform to idealized features of a rational program. While a rationally organized program has clear goals, adequate information, and well organized and attentive leadership, the B 52 development process exhibited substantial disagreement over and revision of requirements or goals and ambiguous, imperfect, and changing information. Third, the messy development process as described in the book forestalled premature closure on a particular design and spurred learning and the continuous introduction of new knowledge into the design as the process went along. Military innovations involve questions about politics, cooperation and coordination, and social benefits, and like other development efforts, there appears to be no error-free method to predict at the outset the end results of any given program. This study offers a major lesson to today's planners: improving the capacity of a number of organizations with overlapping jurisdictions to interact enhances prospects to innovate new weapons and operational concepts. We can mitigate bureaucratic pathologies by fostering interaction among government and private organizations. The B 52 and Jet Propulsion 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. I have seen such stories unfold many times in my work on technological development projects. In the pages that follow, those who plan, manage, and criticize technological development programs will find new insights about the process of learning how to make new things.

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AU Press, Your Air and Space Power Publisher, 2003, 2003

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

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 Mandel 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 equips organizations and people to challenge the desired expectations. Mandel 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. Mandel's 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. Three aspects of the B 52's history are striking because they challenge conventional wisdom about rationally managed innovation. First, Air Force personnel working on the B 52 program did not obtain the aircraft they assumed they would get when the program began. Second, the development process did not conform to idealized features of a rational program. While a rationally organized program has clear goals, adequate information, and well-organized and attentive leadership, the B 52 development process exhibited substantial disagreement over and revision of requirements or goals and ambiguous, imperfect and changing information. Third, the messy development process as described in the book forestalled premature closure on a particular design and spurred learning and the continuous introduction of new knowledge into the design as the process went along.

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Military Transformation Past and Present Mark D. Mandel, 2007-09-30

Transformation has become a buzz word in today's military, but what are its historical precursors? Those large-scale changes that were once called Revolutions in Military Affairs (RMA). Who has gotten it right and who has not? The Department of Defense must learn from history. Most studies of innovation focus on the actions, choices, and problems faced by individuals in 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 Mandel 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

Needs and Opportunities in the Modern History of the U.S. Navy Michael J. Crawford, 2018 This is a compilation of a series of papers presented in conjunction with a year long lecture series sponsored by the Naval History and Heritage Command Provided by publisher

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

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