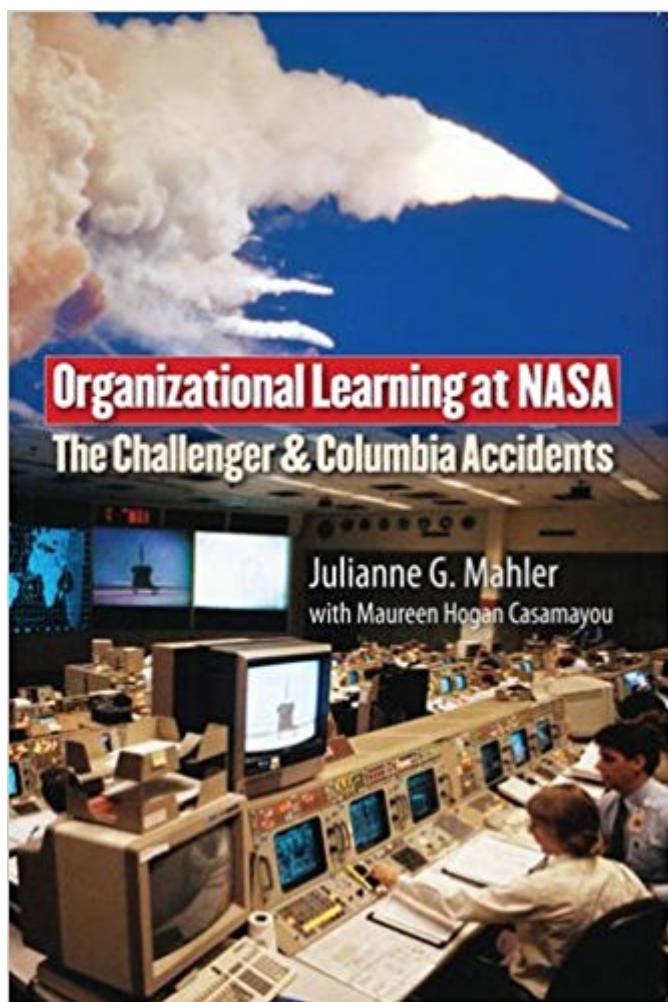


The book was found

Organizational Learning At NASA: The Challenger And Columbia Accidents (Public Management And Change)



Synopsis

Just after 9:00 a.m. on February 1, 2003, the space shuttle Columbia broke apart and was lost over Texas. This tragic event led, as the Challenger accident had 17 years earlier, to an intensive government investigation of the technological and organizational causes of the accident. The investigation found chilling similarities between the two accidents, leading the Columbia Accident Investigation Board to conclude that NASA failed to learn from its earlier tragedy. Despite the frequency with which organizations are encouraged to adopt learning practices, organizational learning—especially in public organizations—is not well understood and deserves to be studied in more detail. This book fills that gap with a thorough examination of NASA's loss of the two shuttles. After offering an account of the processes that constitute organizational learning, Julianne G. Mahler focuses on what NASA did to address problems revealed by Challenger and its uneven efforts to institutionalize its own findings. She also suggests factors overlooked by both accident commissions and proposes broadly applicable hypotheses about learning in public organizations.

Book Information

Series: Public Management and Change

Paperback: 224 pages

Publisher: Georgetown University Press (March 26, 2009)

Language: English

ISBN-10: 1589012666

ISBN-13: 978-1589012660

Product Dimensions: 5.9 x 0.7 x 8.9 inches

Shipping Weight: 12.8 ounces (View shipping rates and policies)

Average Customer Review: 5.0 out of 5 stars 1 customer review

Best Sellers Rank: #225,000 in Books (See Top 100 in Books) #169 in Books > Textbooks > Social Sciences > Political Science > Public Affairs #272 in Books > Politics & Social Sciences > Politics & Government > Public Affairs & Policy > Public Affairs & Administration #3591 in Books > Business & Money > Processes & Infrastructure

Customer Reviews

"This book deepens our understanding of the complexities of learning processes in the public service context, but it should also be useful to all scholars of organizations and organizational learning for its detailed analysis of the non-learning and unlearning that occurred between the two

disasters."Ã¢â€¢Administrative Science Quarterly"[Offers] a well-organized, lucid and informative discussion both of organizational learning theory, and of relevant case details. It provides a well-balanced and evidence-based assessment of factors facilitating or inhibiting organizational learning processes. Moreover, this book is relatively unique in its case-based effort to refine and offer hypotheses relative to existing theory, while simultaneously providing practical insights for managers. The focus on underlying processes related to organizational learning is especially helpful because it renders the framework transferable across various public sector settings or events. Given the range of ongoing public sector concerns in complex and high risk areas such as health pandemics, nuclear proliferation and testing and international relations, this book will have broad relevance and appeal."Ã¢â€¢Management Learning"Mahler and Casamayou make new and creative use of the well-studied NASA case; surface novel insights about NASA as a public organization that enhances our understanding of the subtle and complex organizational and managerial circumstances surrounding these accidents; and extend our conceptual understanding of organizational performance, reform, and change. ... This is a rich re-analysis of the organizational and managerial context of the Challenger and Columbia accidents. ... Offers a very worthwhile set of theoretical improvements and practical lessons."Ã¢â€¢Journal of Public Administration Research and Theory

"This book's approach is interesting, very clearly presented, useful for researchers and students, and makes an important contribution to the field. I can see new and established scholars buying this book for its remarkably clear and insightful discussion of the ways in which we consider organizational learning and the things that prevent such learning from happening."Ã¢â€¢Thomas A. Birkland, William T. Kretzer Distinguished Professor of Public Policy, School of Public and International Affairs, North Carolina State University"For anyone interested in organizational learning, this book deserves attention. The authors identify and dissect the myriad factors influencing the Challenger and Columbia disasters, including NASA's decision making in a political setting."Ã¢â€¢W. Henry Lambright, The Maxwell School, Syracuse University"NASA learned some important safety-related lessons after the Challenger accident. This valuable book analyzes how this happened. But the subsequent un-learning of these lessons led up to the Columbia accident 17 years later. Mahler's account of that process makes the book all the more valuable."Ã¢â€¢Eugene Bardach, professor of public policy, Goldman School of Public Policy, University of California, Berkeley

Tragic accidents need not be total losses. "Organizational Learning at NASA: The Challenger & Columbia Accidents" is a discussion of whether NASA is truly learning from its mistakes. Both accidents were blamed on organizational failures which allowed technological failures. The authors ask if that's what caused the first, why did the second occur? Tracing what NASA truly did between the accidents and what has happened since the Challenger incident in 2003, "Organizational Learning at NASA" is an informed and informative critique of modern NASA, highly recommended.

[Download to continue reading...](#)

Organizational Learning at NASA: The Challenger and Columbia Accidents (Public Management and Change) Organizational Behavior and Public Management, Third Edition, Revised and Expanded (Public Administration and Public Policy) Accidents in North American Climbing 2017 (Accidents in North American Mountaineering) NASA Space Shuttle Manual: An Insight into the Design, Construction and Operation of the NASA Space Shuttle (Owners' Workshop Manual) Mars: Our New Home? - National Plan to Conquer the Red Planet (Official Strategies of NASA & U.S. Congress): Journey to Mars → Information, Strategy and ... Act to Authorize the NASA Program NASA Space Shuttle Manual: An Insight into the Design, Construction and Operation of the NASA Space Shuttle Managing the Risks of Organizational Accidents Leading Change in Multiple Contexts: Concepts and Practices in Organizational, Community, Political, Social, and Global Change Settings NGOs and Organizational Change: Discourse, Reporting, and Learning Managing Organizational Change: A Multiple Perspectives Approach (Irwin Management) Implementing Positive Organizational Change: A Strategic Project Management Approach Legal Blame: How Jurors Think and Talk about Accidents (Law and Public Policy: Psychology and the Social Sciences) Legal Blame: How Jurors Think and Talk about Accidents (Law and Public Policy) Public Administration: Traditions of Inquiry and Philosophies of Knowledge (Public Management and Change) Medical Management of Radiation Accidents, Second Edition Effective Implementation In Practice: Integrating Public Policy and Management (Bryson Series in Public and Nonprofit Management) BC Coastal Recreation Kayaking and Small Boat Atlas: Vol. 1: British Columbia's South Coast and East Vancouver Island (British Columbia Coastal Recreation Kayaking and Small Boat Atlas) The Columbia Guide to African American History Since 1939 (Columbia Guides to American History and Cultures) British Columbia Handbook: Including Vancouver, Victoria, and the Canadian Rockies (Moon British Columbia) The Columbia History of American Television (Columbia Histories of Modern American Life)

[Contact Us](#)

[DMCA](#)

[Privacy](#)

[FAQ & Help](#)