

**ISSUES IN  
NASA PROGRAM  
AND PROJECT  
MANAGEMENT**

# ISSUES IN NASA PROGRAM AND PROJECT MANAGEMENT

edited by

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# Issues in NASA Program and Project Management

A Collection of Papers on Aerospace Management Issues

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- 1 **An Overview of the Project Cycle** Dr. Kevin Forsberg and Hal Mooz  
The founders and co-principals of the Center for Systems Management in California stress the importance of "front-end" activities in the project cycle. Their analysis of concept selection, design, development and operations is a proposed standard for the aerospace industry.
- 7 **SE&I Management for Manned Space Flight Programs** Owen Morris  
The co-founder and new CEO of Eagle Aerospace in Houston explains how systems engineering and integration has worked over the past 30 years on increasingly complex programs. He was with NACA and then NASA for 32 years, serving as Manager of the Lunar Module Project, the Apollo Spacecraft Program and Space Shuttle Systems and Engineering.
- 24 **Shared Experiences from NASA Programs and Project: 1975** Frank Hoban  
Part two covers six more NASA projects studied at a two-day workshop hosted by the National Academy of Science. The editor, now a visiting fellow in management at the George Mason University, concludes with a summary of lessons learned and recommendations made that year to the Deputy Administrator.
- 32 **Cost Control for Mariner Venus/Mercury '73** John R. Biggs, Walter J. Downhower  
The Office of Space Science and the Jet Propulsion Laboratory Project Engineering Division, respectively, did a thorough analysis of cost control on the first OSS-managed project designed and developed within original schedule, performance and cost estimates.
- 42 **The Shuttle: A Balancing of Design and Politics** Dale D. Myers  
NASA's former Deputy Administrator shares an inside story on the planning and development of the Space Shuttle from 1969 to 1971, from the White House to NASA Headquarters. Dale Myers served as NASA's Associate Administrator for Manned Space Flight from 1970 to 1974 and wrote this piece at request of the NASA Alumni League. Attached is a 1972 report on the evolution of the Space Shuttle configuration by Charles J. Donlan.
- 49 **Resources for NASA Managers** William M. Lawbaugh  
New holdings for the NASA Program and Project Management Institute (PPMI), plus an assortment of new books of value and interest to managers and aerospace professionals.

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