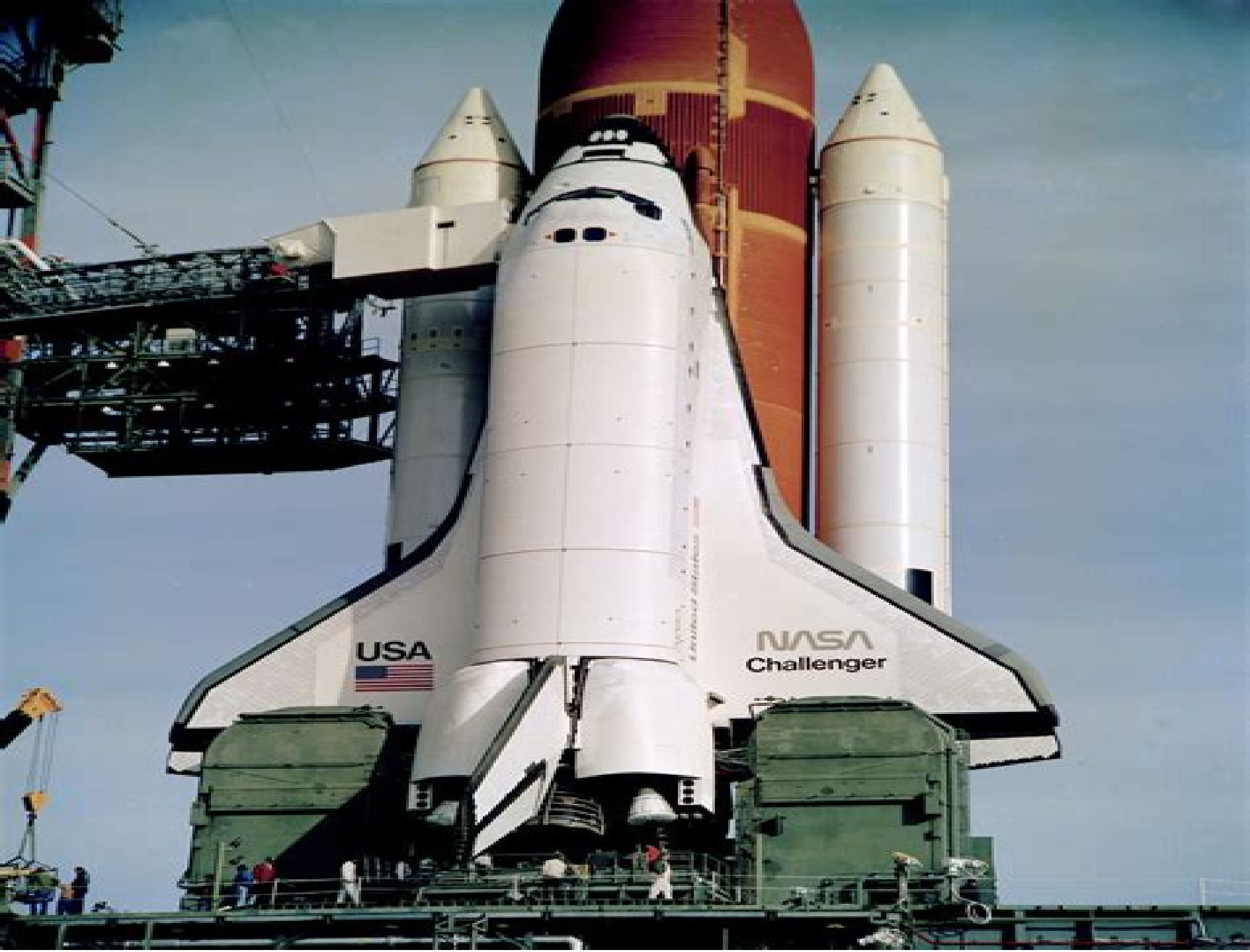




# The Challenger Launch Decision The Challenger Launch Decision

**Jon McKenzie**



## **The Challenger Launch Decision The Challenger Launch Decision:**

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**The Challenger Launch Decision** Diane Vaughan, 2016-01-04 An in depth account of the events and personal actions which led to a great tragedy in the history of America's space program James D Smith former Solid Rocket Booster Chief NASA Marshall Space Flight Center When the Space Shuttle Challenger exploded on January 28 1986 millions of Americans became bound together in a single historic moment Many still vividly remember exactly where they were and what they were doing when they heard about the tragedy Diane Vaughan recreates the steps leading up to that fateful decision contradicting conventional interpretations to prove that what occurred at NASA was not skulduggery or misconduct but a disastrous mistake Why did NASA managers who not only had all the information prior to the launch but also were warned against it decide to proceed In retelling how the decision unfolded through the eyes of the managers and the engineers Vaughan uncovers an incremental descent into poor judgment supported by a culture of high risk technology She reveals how and why NASA insiders when repeatedly faced with evidence that something was wrong normalized the deviance so that it became acceptable to them In a new preface Vaughan reveals the ramifications for this book and for her when a similar decision making process brought down NASA's Space Shuttle Columbia in 2003 Vaughn finds the traditional explanation of the Challenger accident to be profoundly unsatisfactory One by one she unravels the conclusions of the Rogers Commission The New York Times A landmark study Atlantic Vaughn gives us a rare view into the working level realities of NASA The cumulative force of her argument and evidence is compelling Scientific American

Working in Organisations Andrew Kakabadse, John Bank, Susan Vinnicombe, 2005-07-28 This second edition highlights the key and critical issues facing managers in today's organisations and identifies the transactional more operational demands issues skills and competencies that managers need to consider

**What Happened to Goldman Sachs** Steven Mandis, 2013-09-10 This is the story of the slow evolution of Goldman Sachs addressing why and how the firm changed from an ethical standard to a legal one as it grew to be a leading global corporation In What Happened to Goldman Sachs Steven G Mandis uncovers the forces behind what he calls Goldman's organizational drift Drawing from his firsthand experience sociological research analysis of SEC congressional and other filings and a wide array of interviews with former clients detractors and current and former partners Mandis uncovers the pressures that forced Goldman to slowly drift away from the very principles on which its reputation was

built Mandis evaluates what made Goldman Sachs so successful in the first place how it responded to pressures to grow why it moved away from the values and partnership culture that sustained it for so many years what forces accelerated this drift and why insiders can't or won't recognize this crucial change Combining insightful analysis with engaging storytelling Mandis has written an insider's history that offers invaluable perspectives to business leaders interested in understanding and managing organizational drift in their own firms

**Perform or Else** Jon McKenzie, 2002-09-26 Performance has become one of the key terms for the new century But what do we mean by performance In today's world it can refer to experimental art productivity in the workplace and the functionality of technological systems Do these disparate fields bear any relation to each other In *Perform or Else* Jon McKenzie asserts that there is a relationship cultural organisational and technological performance In this theoretical tour de force McKenzie demonstrates that all three paradigms operate together to create powerful and contradictory pressures to perform or else This is an urgent and important intervention in contemporary critical thinking It will profoundly shape our understanding of twenty first century structures of power and knowledge

**Dark Star** Matthew H. Hersch, 2023-12-26 A captivating history of NASA's Space Transportation System the space shuttle chronicling the inevitable failures of a doomed design In *Dark Star* Matthew Hersch challenges the existing narrative of the most significant human space program of the last 50 years NASA's space shuttle He begins with the origins of the space shuttle a century long effort to develop a low cost reusable rocket powered airplane to militarize and commercialize space travel which Hersch explains was built the wrong way at the wrong time and for all the wrong reasons Describing the unique circumstances that led to the space shuttle's creation by President Richard Nixon's administration in 1972 and its subsequent flights from 1981 through 2011 Hersch illustrates how the space shuttle was doomed from the start While most historians have accepted the view that the space shuttle's fatal accidents including the 1986 Challenger explosion resulted from deficiencies in NASA's management culture that lulled engineers into a false confidence in the craft *Dark Star* reveals the widespread understanding that the shuttle was predestined for failure as a technology demonstrator The vehicle was intended only to give the United States the appearance of a viable human spaceflight program until funds became available to eliminate its obvious flaws Hersch's work seeks to answer the perilous questions of technological choice that confront every generation and it is a critical read for anyone interested in how we can create a better world through the things we build

**Saving Human Lives** Robert E. Allinson, 2006-05-20 This is a pioneering work Recent disasters such as the tsunami disaster continue to demonstrate Professor Allinson's thesis that valuing human lives is the core of ethical management His unique comparison of the ideas of the power of Fate and High Technology his penetrating analysis of the very concept of an accident demonstrate how concepts rule our lives His wide ranging investigation of court cases and government documents from the seventeenth through the twentieth centuries and from places as diverse as the USA UK and New Zealand provide ample supporting evidence for the universality and the power of explanation of his thesis *Saving*

Human Lives will have an impact beyond measurement on the field of management ethics      Sociology of Organizations  
 Mary Godwyn, Jody Hoffer Gittel, 2012 A collection of both classic and contemporary studies of organizations that is designed around competing theoretical frameworks this book examines organizations with attention to structure and objectives interactions among members and among organizations the relationship between the organization and its environment and the social significance or social meaning of the organization      *Man-made Catastrophes and Risk Information Concealment*  
 Dmitry Chernov, Didier Sornette, 2015-10-27 This book discusses the risks of information concealment in the context of major natural or industrial disasters offering detailed descriptions and analyses of some 25 historical cases Three Mile Island nuclear accident Bhopal disaster Challenger Space Shuttle explosion Chernobyl nuclear disaster Deepwater Horizon oil spill Fukushima Daiichi nuclear disaster Enron's bankruptcy Subprime mortgage crisis Worldwide Spanish flu and SARS outbreaks etc and applying these insights to selected on going cases where such information concealment is suspected Some successful examples of preventive anti concealment practice are also presented In the book the term concealment is used to represent the two distinct behaviors uncovered in the investigations i facts and information about an organization and its functioning being hidden from those that need them here the concealment can be due to various factors such as complexity and miscommunication to name but two and ii the conscious and deliberate action of keeping important information secret or misrepresenting it This second meaning makes up a surprisingly important part of the evidence presented Accordingly emphasis has been put on this second aspect and the approach is more pragmatic than academic remaining focused on evidence based practical and useful factors It raises awareness and provides valuable lessons for decision makers risk specialists and responsible citizens alike This work is also intended as a fact based reference work for future academic and scholarly investigations on the roots of the problem in particular regarding any psychological or sociological modeling of human fallibility      Social Science, Social Policy, and the Law Patricia Ewick, Robert A. Kagan, Austin Sarat, 1999-06-10  
 Social science has been an important influence on legal thought since the legal realists of the 1930s began to argue that laws should be socially workable as well as legally valid With the expansion of legal rights in the 1960s the law and social science were bound together by an optimistic belief that legal interventions if fully informed by social science could become an effective instrument of social improvement Legal justice it was hoped could translate directly into social justice Though this optimism has receded in both disciplines social science and the law have remained intimately connected Social Science Social Policy and the Law maps out this new relationship applying social science to particular legal issues and reflecting upon the role of social science in legal thought Several case studies illustrate the way that the law is embedded within the tangled interests and incentives that drive the social world One study examines the entrepreneurialism that has shaped our systems of punishment from the colonial practice of deportation to today's privatized jails Another case shows how many of those who do not qualify for legal aid cannot afford an effective legal defense with the consequence that economic inequality

leads to inequality before the law Two other studies look at the mixed results of legal regulation the failure of legal safeguards to stop NASA's fatal 1986 Challenger launch decision and the complicated effects of regulations to curb conflicts of interest in law firms These two cases demonstrate that the law's effectiveness can depend not only on how it is drafted but also on how well it harmonizes with pre-existing social norms and patterns of self-regulation The contributors to this volume share the belief that social science can and should influence legal policymaking Empirical research is necessary to offset anecdotal evidence and untested assertions But research that is acceptable to the academy may not stand up in court and as a result social science does not always get a sympathetic hearing from legal decision makers The relationship between social science and the law will always be complex this volume takes a lead in showing how it can nonetheless be productive

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