

5. Streamlining Procurement	129
6. Redesigning Control Systems	155
7. Cutting Overheads: The Politics of Downsizing	194
8. Reinventing the Department of Defense	216
Notes	255
References	259
Name Index	283
Subject Index	289

Contents

Preface	xi
The Authors	xix
Introduction: Current Challenges and Opportunities	1

Part One: Lessons from the Postwar Era

1. Creating the Department of Defense: The Management Challenge	19
2. Controlling the Military Departments: The Strategy/Structure Mismatch	45
3. Reengineering the Pentagon: Organizational Change After McNamara	72

Part Two: Strategies for a New Era

4. Working with the Private Sector: Strengthening the Industrial Base	101
--	-----