# Case Study 1 Questions

1. Identify and apply the four descriptive and explanatory approaches to culture (page 74) to NASA. What factors in NASA’s culture contributed to the Challenger and Columbia shuttle disasters? Identify and discuss specific values and behaviors that were critical.

2. Cultural change was obviously difficult at NASA. Explain what specific things could have been done to make cultural changes more lasting and more effective. Bring in specific concepts from the textbook to support your answer.

3. How does Karl Weick’s model of organizing apply to the disasters? Apply the concepts of sensemaking (assembly rules, communication cycles, retention, causal maps), equivocality, and enactment to the situation at NASA. How did sensemaking patterns contribute to what happened at NASA?