
THE AMERICAN ASSEMBLY
Columbia University

Global Competitiveness

Getting the U.S. Back on Track

MARTIN K. STARR
Editor

W·W·NORTON & COMPANY
New York London

Contents

Preface	
DANIEL A. SHARP	<i>3</i>
Introduction	
MARTIN K. STARR	<i>6</i>
1. Crisis: The Uncompetitive Society	
RICHARD D. LAMM	<i>12</i>
2. The Myth of U.S. Industrial Supremacy	
MARTIN K. STARR	
JOHN E. ULLMANN	<i>43</i>
3. U.S. Competitiveness: Looking Back and Looking Ahead	
JOSEPH DUFFEY	<i>72</i>
4. Competitiveness: An Analysis of the Problem and a Perspective on Future Policy	
LAURA D'ANDREA TYSON	<i>95</i>
5. Integrated Process Management: A Management Technology for the New Competitive Era	
MAREK P. HESSEL	
MARTA MOONEY	
MILAN ZELENY	<i>121</i>

6. The Challenges of Competitiveness: A Labor View
DOUGLAS A. FRASER
B. J. WIDICK 159
7. On Waiting for Neither Godot Nor the Apocalypse: Practical First Steps to Move U.S. Managers Toward World Class Managing
JAMES A. F. STONER
ARTHUR TAYLOR
CHARLES WANKEL 185
8. Role of Quality in Achieving World Class Competitiveness
A. BLANTON GODFREY
PETER J. KOLESAR 213
9. From Complacency to Strategy: Retaining World Class Competitiveness in Services
DOROTHY I. RIDDLE
KRISTOPHER J. BROWN 239
10. Can American Business Compete? A Perspective from Midrange Growth Companies
ARTHUR LEVITT, JR.
GORDON C. STEWART 271
- Final Report of the Seventy-fourth American Assembly 299
- Further Readings 316
- Index 321