

control function. Management performed the functions of leadership--the motivating or the directing and the operative planning and the operative controlling. This organization and system stage of management theory from about 1930 to 1945 provided the foundation concepts for subsequent efforts in organizing theory. This is the time the books came out on organization and on organization theory. That was from two different approaches. You can test yourselves now as to how you think about this.

There were two fundamental approaches in this organization theory. One was the assumption of first establishing an organization and then proceeding to planning and controlling work performance within the organization to achieve the objectives. You establish your organization first and then do your work in it, or in the second assumption we choose or set an objective and then do the planning to achieve it-- design the organization in accordance with the plan and base the controlling function upon the plan. Now, if your thought is the second assumption, then you are well equipped to go into program evaluation review techniques, or PEP, or LESS, or the critical path method, and the new project type of organization or the Matrix type of organization, which is now an extension of the project type of organization, where PERT is no longer satisfactory for many projects and we change from PERT to RAMP, which is resource allocation for multiple projects, and we have a Matrix type of organization which is for the multiple project types of organization.

But, without the fundamental concepts to move in there, we have difficulty in adjusting our thinking to the mission. So, during the stage of organization and system, both organization and management were considered to be separate fields or areas. The major books were entitled Organization and Management in this period. It's horrible now when we look at the books at this particular period of organization and management, because they are all virtually the same. The first chapter is