

be identified and combined into a system of thought. Management theory has developed to the stage where it has its own identity, distinct and separate from the other disciplines and subject areas of business. An example is illustrated on this page now which you have as a visual aid. Briefly let me explain it. The area of management that we have here starts with the choice of objectives. The choice of objectives for any military, business, or any type of organization is made within a changing environment in which the economic environment changes, the political environment changes, the technological environment changes, and the social environment changes. So it is extremely important that our leaders, whether they are in business, in government, or in the military, have an understanding of the situation and the changing situation in our environment as to the choice of objectives.

Some of you may have seen the little report from past-President Eisenhower's Commission on National Goals. For the first time, to my knowledge, the President of the United States established a commission to set the national goals for the United States. In there there were eleven domestic goals and four international goals set. Now, if these are accepted, they will have a great influence on everyone else in the United States as to integrating individual business or industry goals or firm goals or university goals with our national goals.

So that we make the choice here somehow of objectives. The beautiful part about our Government or political climate is we do have great freedom of choice or latitude in setting those objectives. This gets done with a process of decision making. Herein comes the whole area of the decision-making theory of management. There are management scholars today, and if you read publications, they say, "Management is decision making." Well, this is a partial truth. But I would submit to you gentlemen that all of you could make decisions all day and nothing would