

happen, unless the decision is implemented. I have made beautiful decisions and nothing has ever happened from them, and you may have experienced the same thing. But this decision making is in all of the mathematical models now, the management science and the approaches as to when faced with different alternatives or thinking up different alternatives. Which one do you choose and on what basis? Is it for a basis of health, security, a quantity of something, quality of something, the time, the cost? At least the decision-making theory helps us to be more rational, objective managers, in that it sharpens up our decision-making function and ability. Here is your whole area of your decision-making theory.

Then, of course, your process of creative thinking or the scientific method can only give you a new or better alternative for your decision-making theory.

Coming down here to this next line of the concepts model, strategies and techniques, these would be the mathematical models. These are your strategies of Minimax or Random or Collation here in decision making, or the techniques, your linear programming, queuing theory, Monte Carlo, your various quantitative or management science models, where mathematics is used to help quantify the alternatives.

This is an area where mathematicians and economists are working, saying "This is management." This is decision theory. But, once these decisions are made and the objective is set, I maintain that it becomes necessary to implement those decisions with our old friend, here, which has been established, the so-called management process, so that, given any objective, somehow there must be planning to achieve it, organizing to carry out the plan, and then you can direct or integrate or implement, and then control or measure.

So here is where you have management theory working on this management process, down here in this process of management. Then, just to be sure that we