

management or artillery management or Air Force management or ship management. This is what this engineering science and management training program during World War II virtually demonstrated--that in any activity there is this management process or management theory.

That was my hope. I don't know whether I have answered your question or not. But if there was any doubt about it I thank you for asking the question so I could clarify this, because I was very careful to mention the military several times.

QUESTION: Professor Mee, could you give us any information as to the status of management theory in Russia and even possibly Red China, with particular reference to their progress on project management?

PROFESSOR MEE: I wish I could. I can tell you only one thing that surprised me. This is a very unsatisfactory answer to your question. In research on the development of management thought and theory, especially after the Russians put up Sputnik, we questioned how they had this managerial ability to do this, along with the technical ability. When, say, Apollo is launched, there will be an argument as to just which group did the greater job. Did the scientists and the engineers who built the hardware and the flight control mechanism do the greater job, or did the managers do the greater job, who put 150,000 scientists and engineers on it and combined 20,000 subcontractors, and all this? Which group did the greater job on launching the missile?

Surprising as it is, we found that at the same time that the scientific management movement was emerging in the United States, and on this the first book came out in, say, 1903--if any of you have background on this, it would be the book called Shop Management, by Frederick Winslow Taylor--starting the management movement in the United States, in Poland one of the first management philosophers or