

theorists, a man by the name of Harold Adamecki, developed what he called the Harmonogram--it was harmonization of labor or effort--and presented it to the Society of Russian Engineers for use in the rolling mills in Russia--in 1903. If you will look at this concept or theory of Harold Adamecki's Harmonogram, it has got the seeds in it of this PERT network or this critical path method that we are using so effectively today, and to which we give some credit for the speeding up of the Polaris missile.

If we think that Russia didn't have access to these same theories of management at the same time we did, we are fooling ourselves.

Now, I didn't answer your question as to what the state of development is today. All I know is that they started at the same time we did with the same concepts. Whether or not they have kept up with us, or what they have today, I don't know. What I do know is that anything that is ever written here they have access to.

QUESTION: Many authors say a divided function of managers is planning, organizing, staffing, directing, and controlling. Would you comment, sir, on the significance of staffing not being on your list?

PROFESSOR MEE: Yes, sir. This comes up. It's a question of how we break it down when we start identifying in any area what it is composed of. For instance, right now I ask, "Gentlemen, how many chemical elements are there?" I start down the row. If you are not careful, you'll give me the number of chemical elements when you took chemistry and I'll know just what your age is. There were 88 when I studied it. It was much easier then. When I left Indiana University there were 103. Now there may be more this afternoon.

You start breaking anything down into its elements. So this is a good question.