

If I thought of asking you to ask it beforehand, I would have. I appreciate doing it. Now we start into what the functions of management are. We sit down and we start to think this through. We say that once we set some objectives we must do some planning. We've all studied logistics and planning and we believe in it.

But, now then, somebody says--and there are some management authorities that say-- "Yes, but, before planning there must be forecasting." Now I've got someone who says we forecast, plan, and then organize. All right. But then others say, "Well, to do the planning you have to have the forecasting in it." Now we come to organizing. Here you have your concept of organizing. We know that it consists of work to be done which comes from the plant. It's assigning people to the work in some work place. So, in this organizing some authorities consider this to be the determination of work functions and the relationship, like setting up a PERT network here. Then other say, "Yes, but then you have to put the people to it." So then we have to do staffing. This is Harold Kutz, of Kutz and O'Donnell. If you read Kutz and O'Donnell, you see that it is going to be planning, organizing, staffing, directing, and controlling.

But then, if you go to the East Coast, to Columbia University, and read Newman, of Hill and Sumner, he would say, "No, it's planning, organizing, assembling of resources." Just the staffing won't do. He wants assembling of resources, which are the human resources, the typewriters, the tanks, the planes, or whatever it would be. Then, if you are in the Air Force, you'd come up and say, "Ah, but you forgot coordinating. What do you do but coordinate?" After you did all of your work and your staffing and your resource assembling, and you started directing, motivating, or leading, then you coordinated the people and you got down here to