

ARMY INDUSTRIAL COLLEGE.
Washington, D. C.

"A"
164

(Course at the Army Industrial College, Feb. 2, 1925 - June 30, 1925)

PROBLEM NO. 1.

SUBJECT: Orientation: Planning and Control in Industry.

OBJECT: A Brief study of planning and control in industry, both in general terms and as applied in certain corporations. The purpose of this problem is to permit the student officer to get a perspective which will be of value in the work of the course.

REFERENCES: The Principles of Industrial Organization, Kimball, Chapters I to VII, inclusive.
Scientific Management - Thompson, Articles on "Unsystematized, Systematized and Scientific Management" - Kendall, p. 103.
Business Statistics - Copeland, Articles on "The Importance of Leadership" Gantt, p. 555;
"The Hardest Question in Business" - Murphy, p. 562.
Modern Organization - Hine.
Managements' Handbook - Alford.
Report of Committees on Problem No. 1 and No. IV., First Course.
Reports on file in office on:
The Studebaker Corporation,
General Motors Corporation,
Oneida Community, Limited,
United States Rubber Company,
United States Steel Company,
Western Electric Company,
General Electric Company,
DuPont Company,
Westinghouse Electric & Mfg. Company,
Building Tractors under Scientific Management - Babcock, "Management & Administration", June to November, 1924.

REQUIRED: A. Student Officers, except the committee designated below, will submit notes covering the application of the principles of planning and control to the work of the office of the Assistant Secretary of War and the supply branches. These will be general in character and will not go into details of organization. Particular thought should be given to the difference between the slowly changing peace time conditions as compared with the rapidly varying war time situation, and the effect of this difference upon the organization and control of procurements in war. Since the previous training and

experience of the members of the class in management and administration has been very varied, it is expected that there will be corresponding differences in their treatments of the problem.

- B. A committee consisting of -
 - Lt. Col. Whitcomb, Chairman,
 - Major Gutensohn,
 - Major Schimelfenig,
 - Major Fitzgerald,
 - Major Riefkohl,

is assigned to prepare the chapter on "Planning" in the proposed procurement manual outlined in the solution of Problem No. 28, second course, (except the part relating to "Requirements").

Time allowed - 2 weeks.
 Solutions due - February 14th, 1925.
 For conferences - see Calendar.