

ARMY INDUSTRIAL COLLEGE.

Washington, D.C.

(Course at the Army Industrial College, February-June, 1926)

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PROBLEM NO. 1.

SUBJECT Orientation. Organization, Planning & Control in Industry.

OBJECT. A brief study of the principles of organization, planning and control; their application in certain corporations and their application to the agencies of the War Department which deal with and are concerned with the procurement and supply of materials of war.

REFERENCES The Principles of Industrial Organization, Kimball.
 (Chapters I to VII, inclusive).
 Scientific Management - Thompson, Articles on "Unsystematizes, Systematized and Scientific Management", Kendall, page 103.
 Business Statistics, Copeland. Articles on "The Importance of Leadership", Gantt, p. 555, "The Hardest Question in Business", Murphy, p. 562.
 Modern Organization, Hine.
 Management's Handbook, Alford.
 Reports on file in office.
 Studebaker Corp'n.,
 General Motors Corp'n.,
 Onida Community, Ltd.,
 U.S. Rubber Co.,
 U.S. Steel Co.,
 Western Electric Co.,
 General Electric Co.,
 DuPont Company, and
 Westinghouse Electric & Mfg. Co.
 Building Tractors under Scientific Management,
 Babcock, "Management & Administration, June-Nov., '24.

REQUIRED (A) Student officers will submit notes covering, in general, the following points.
 (a) Types of Organization,
 (b) Basic principles governing in planning & control,
 (c) Application of (a) & (b) to industrial organizations,
 (d) Brief analysis of the organization and inter-relation of the War Dept. agencies concerned with the procurement of war supplies, O.S.W., G-4, W.D.G.S., and Supply Branches,
 The above is given only as a guide and student officers should not feel that the scope of the notes submitted must be thus limited.

(B) Any additional references on this subject consulted by the student should be included in the report.

ASSIGNMENT

All student officers.

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ARMY INDUSTRIAL COLLEGE.

Washington, D.C.

(Course at the Army Industrial College, February - June, '26).

PROBLEM NO. 2.

SUBJECT Orientation.

OBJECT To determine something of the historical background of the office of the Assistant Secretary of War, its present duties and functions, and exactly where it fits in the general War Department scheme.

REFERENCES The following constitute the legal bases upon which the procurement activities of the office of the Assistant Secretary of War rest. It is important that they be carefully studied by the Class.

The National Defense Act

Section 5. Duties of the War Department General Staff.

Section 5a. Duties of the Assistant Secretary of War.

Section 5b. The War Council.

Section 9. Procurement of supplies of standard manufacture and supplies common to two or more branches.

Section 9a. The disbursement of funds.

Section 120. Procurement in time of war.

Army Regulations 5-5. Duties of the Assistant Secretary of War.

Army Regulations 10-15 (With changes). Organization and duties of the General Staff.

General Orders 51, Sec. III, W.D. '22. The Army & Navy Munitions Board.

General Orders 94, W.D. 1919. (As amended). The Army & Navy Board.

The following should be carefully read in order that something of the historical background and gradual evolution of the War Department procurement organization be learned.

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- American Industry in the War, (Part I),
Baruch.
- The Work of the War Department (Official
Publication).
- The Armies of Industry - (Chap. I),
Crowell & Wilson.
- Legislative History of the National De-
fense Act. (Office Monograph).
- Industrial America in the World War, (Chaps.
I to V, incl), Clarkson.
- Ordnance and the World War, (Chap. on Em-
barrassments) - Crozier.

The following list of references should be re-
viewed in order that a knowledge of their exis-
tence and something as to their contents be
known:

- Report of the Chief of Staff, (Part V),
1919.
- Report of Kernan Board.
- Annual Reports of the Council of National
Defense, 1st to 4th, incl.
- Chapters pertaining to student's branch in
"America's Munitions".
- The Armies of Industry, Chap. I - Crowell
and Wilson.
- Hearings before the Graham Committee.
- Hearings on the Reorganization of the Army
before the Senate and House Committees.

It is not to be assumed that these publications
are not of great importance. Lack of time neces-
sitates that they shall be reviewed rather than
read at the present time. They will frequently
be of use in the solution of future problems and
will always be valuable references in connection
with the work of this school. Student officers
should spend a little time familiarizing themselves
with the office files of the Planning Section and
the files of the Council of National Defense and
the War Industries Board.

REQUIRED.

Student Officers will submit a report covering
the following

- (1) A brief resume of the experiences and
legislation which finally resulted in
the creation of the office of the Assist-
ant Secretary of War as at present consti-
tuted.

- (2) The duties and functions of the Office of the Assistant Secretary of War and the relations of this office with the War Department General Staff, supply branches, and other government departments or agencies.
- (3) Any apparent conflicts of authority or over-lapping of functions which should be adjusted.

The foregoing headings are only intended as a guide and student officers should not feel that their report should be limited to these.

- (4) Notation of any additional references on this subject consulted by the student.

ASSIGNMENT

All student officers, except the following listed names, who are assigned to Problem No. 2-A.

- Major Norman L. McDiarmid, MC.,
Chairman.
- Major James H. Burns, Ord.
- Capt. Chas. J. Morelle, QTC.
- Lieut. Cortlandt S. Johnson, AS.

ARMY INDUSTRIAL COLLEGE.

(Course at the Army Industrial College, February-June, 1926)

PROBLEM NO. 2-A.

SUBJECT. Orientation.

OBJECT A study of the relations between the office of the Assistant Secretary of War and the General Staff in matters concerning procurement contacts and procedure.

(The different agencies which exist for the purpose of National Defense can be placed in three categories (1) Those agencies whose activities are of such a nature as to permit them being classified under "Industrial Affairs", (2) Those which can be classified as "Military Affairs"; and (3) Those whose activities are both Military and Industrial).

REFERENCE Solution to Problem No. 2, 4th Course, A.I.C.

- REQUIRED
- (a) A report describing the procedure and contacts on procurement matters between the Office of the Assistant Secretary of War and the War Department, under existing orders and regulations.
 - (b) Any apparent over-lapping or conflicts under (a) above.
 - (c) Recommendations for the correction of any discrepancies listed under (b) above - or where the procedure under (a) is not clear and distinct.

ASSIGNMENT.

COMMITTEE Major Norman L. McDiarmid, M.C.,
 Chairman.
 Major James H. Burns, Ord.
 Capt. Chas. J. Morelle, Q.M.C.
 Lieut. Cortlandt S. Johnson, A.S.

ARMY INDUSTRIAL COLLEGE.

Washington, D.C.

(Course at the Army Industrial College, February-June 1926)

PROBLEM NO. 3

SUBJECT Orientation Mobilization and Procurement plans.
OBJECT. It is desired that each student officer secure a
working familiarity with

- (a) The Basic Mobilization Plan of the General Staff, its appendices, and the annex to this plan pertaining to his branch of the service,
- (b) The War Plan of the Assistant Secretary of War, & the annex thereto pertaining to his own branch and
- (c) with that part of the war plan of his own branch pertaining to procurement.

Attention should be paid chiefly to the underlying theories and broad principles and decisions involved to the end that these plans may become useful references wherever applicable during the remainder of the course.

REFERENCES. as named above. Inasmuch as all references given are highly confidential and but a limited number of copies exist, it is desired that officers return copies promptly to Miss Williams when they have finished with them so that other members of the Class may have the use of them. All copies must be returned each evening so that they may be locked in the office safe. Officers are requested to make as full use as practicable of copies of the Basic Mobilization Plan and Appendixes thereto, issued to Branch chiefs. The senior officer of each branch is requested to arrange for borrowing the branch copy, for its use by himself and other officers from the same branch and for its safe keeping, either by Miss Williams or in the branch.

REQUIRED A report on the general theory underlying our present procurement war planning with any suggestions for improvement and constructive criticism which the officer may care to offer. As far as practicable without violation of Naval policy, Naval student officers are requested to compare the Navy Procurement planning with the Army planning, bringing out the basic differences in mission and offering suggestions as to the ways in which the Army plans might be modified in light of the mutual Army-Navy situation to make them more valuable to the national defense.

ASSIGNMENT - All Officers.

DATE DUE - March 6, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D. C.

(Course at the Army Industrial College, February '26-June '26).

PROBLEM NO. 4.

- SUBJECT** Sources and kinds of information necessary in Procurement Planning and where they may be found. (Governmental and other agencies).
- OBJECT** (a) A study of the activities of various governmental departments, and bureaus, to determine and list the sources and kinds of information available in these departments which would be of use in planning for procurement and mass production.
- (b) Same as (a) above, for non-governmental agencies, e.g., U. S. Chamber of Commerce, Trade Associations, Technical Societies, etc.
- REFERENCES** Lecture on Mass Procurement by the Assistant Secretary of War, Jan. 30, 1923.
Report on G-2, W.D. G.S.
The Navy as an Industrial Asset.
The Congressional Directory - Points dealing with the functions of the Executive Departments, their divisions and sections.
Use Your Own Government - Alissa Franc.
Reports of Interdepartmental Economic Liaison Committee.
A list of the more important statistical publications, inspired by these departments, such as
Annual Report of the Paymaster General, Navy.
Year Books of Dept. of Commerce, Agriculture, etc.
- REQUIRED** Solution to Problem No. 4, A.I.C. (September 1925 - January 1926).
(a) A comprehensive brief report listing the kinds and sources of information necessary in planning for mass procurement which may be obtained from the various governmental department (Navy, Commerce, Interior, Labor, Agriculture, Treasury, Bureau of Standards, etc.)

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(b) Same as (a) above for agencies other than governmental e.g., U. S. Chamber of Commerce, Trade Associations, Technical Societies, etc List publications issued which might be of interest with a brief statement of contents.

ASSIGNMENT

COMMITTEE

Lieut. L. C. Hurd (A.S)
Chairman
Major C. T. Harris (O.D.)
Major B. Q. Jones (A S.)
Capt. E. S. Pegram (C.E.)

Date Due - March 20, 1926.

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<u>BRANCH</u>	<u>STUDENT OFFICER</u>	<u>SUBJECT</u>	<u>BRANCH ADVISOR.</u>
<u>QMC</u>	Col. F. V. Van Dyne....	Shoes including lasts (Munson) by sizes required for manufacture.....	A.W. Stanley, Capt., (QMC).
	Maj. H.R. Smalley....	Leggins, spiral, wool- and cap cloth required for making... ..	A.W. Stanley, Capt. (QMC).
	Maj. E. deT. Ellis..	Overcoats - and melton cloth (30-oz O.D.) required for making....	A.W. Stanley, Capt. (QMC).
	Capt. E.H. Block....	Coats & Breeches (wool) and melton cloth (20-oz O.D.) required for making.....	A.W. Stanley, Capt. (QMC).
	Capt. J. Bigger.....	Harness, Artillery B.C., lead & wheel D.S. and leather required for making.....	P.S. Gorman, Capt. (QMC).
	Capt. C.J. Morelle..	(X) Cartridge belts, Cal. 30.	C.L. Corbin, Maj. (QMC).
<u>ORD</u>	Maj. B.W. Simpson..	Bombs.....	D.K. Shurtleff, Maj. (OD).
	Maj. G.P. Wilhelm..	To determine the proper method of computing requirements for spare parts for weapons, and to compute the requirements for spare parts for the caliber .30 rifle.....	D.K. Shurtleff, Maj. (OD).
	Maj. K.F. Adamson..	Field glasses, Type EE.....	D.K. Shurtleff, Maj. (OD).

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PROBLEM NO. 5 - (February-June 1926).

<u>BRANCH</u>	<u>STUDENT OFFICER</u>	<u>SUBJECT</u>	<u>BRANCH ADVISOR.</u>
<u>A S</u>	Capt. O.P. Echols...	Fuels and lubricants.....	L.W. McIntosh, Maj. (AS).
	Lt. C.S. Johnson....	Flying field and hangar equipment supplies.....	L.W. McIntosh, Maj. (AS).
<u>M C</u>	Lt.Col. J.B. Huggins	Dressings, first aid large	R.C. Heflebower, Maj. (MD).
	Maj. S.S. Creighton	Ether for anesthesia	R.C. Heflebower, Maj. (MD).
	Maj. R. Skelton.....	Splints, (Thomas) arm.....	R.C. Heflebower, Maj. (MD).
<u>C E</u>	Maj. H.J. Wild.....	Special construction equipment Steam shovels Caterpillar tractors Road rollers (steam & gas) <i>Rocks</i> Rock crushers, portable plant.....	R. Park, Maj. (CE).
<u>S C</u>	Lt.Col. J.E. Hemphill	Telephones - Type EE4-4a-5.....	L. Watts, Maj. (SC).
	Capt. J.V. Matejka...	Batteries - Type BA2.....	L. Watts, Maj. (SC)

PROBLEM NO. 5. - (February-June 1926).

<u>BRANCH</u>	<u>STUDENT OFFICER</u>	<u>SUBJECT</u>	<u>BRANCH ADVISOR.</u>
<u>CWS</u>	Maj. M.B. Villet....	(X) * Gas masks.....	Fred Seydel, Maj. (CWS).
	Maj. A. L. Pockwood..	(X) * Gas masks.....	Fred Seydel, Maj. (CWS).
<u>USN</u>	Cmdr. F.V. McNair, Jr.	(X) Cartridge belts. Cal. 30 (U.S. Navy re- quirements).	
<u>USMC</u>	Maj. J.R. Horton...	(X) Cartridge belts Cal. 30 (U.S.M.C. re- quirements).	

NOTE. Solutions to problem 5 will be submitted in triplicate.

(*) Indicates joint study.

(X) Indicates that 4 copies of the solution are to be submitted.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June 1926)

PROBLEM NO. 6.

SUBJECT Industrial Mobilization in France during
the World War.

OBJECT. A study of the problems and difficulties
which confronted France in connection with her
preparation for and participation in the World
War, and the ways and means utilized in their
solution - this from the point of view of
industrial plants for production, obtaining
raw materials, and supply of labor.

REFERENCES Solution to Problem No. 8, A.I.C. (September
1925 - January 1926) Fourth Class.
G-2, War Department General Staff.
Consequences Economiques de la Guerre, pour
La France - Edmond Thierry.
Quelques Considerations sur les Fabrications
de Guerre, De Lerallee - Revue Militaire,
January 1, 1922.
Conferences sur les Fabrications de Guerre -
De Lerallee.
Notes sur le Service de L'Intendance - Ecole
Superieure de Guerre - 1922.
Legislation de la Guerre-1914 - 1918.
Role du haut Commandment au Point de Vue
economique de 1914 a 1918 - Bruneau.
Quelques Considerations - Sur la Mobiliza-
tion Industrielle par le Lieutenant
Colonel Delavallee.
List of Books concerning the Great War -
Prothero.
Military Attaches reports.

REQUIRED. A brief report covering primarily the following.
(a) What had France done prior to the world
War in preparation of plans for the
utilization of her industrial and
natural resources to meet a war load?

- (b) What problems presented themselves to the French in connection with meeting the requirements of her Army and Navy upon her entry into and during the World War - in connection with supply of raw materials, facilities for manufacturing war materials, supply of labor, and means of transportation?
- (c) What ways and means were utilized by the French in solving the problems presented?
- (d) The report should include a bibliography of references on the subject.

It is not intended that the committee shall feel limited to the items mentioned. A broad view should be taken of the subject and any matter considered of interest and which would be of value in the development and solution of our own industrial mobilization problems should be included in the report.

ASSIGNMENT

COMMITTEE.

- Lt. Col. J. B. Huggins, M.C.
Chairman
- Major A. L. Rockwood, C.W.S.
- Major K. F. Adamson, O.D.
- Capt. John Biggar, Q.M.C.

Date Due - April 17, 1926.

ARMY INDUSTRIAL COLLEGE.
Washington, D. C.

(Course at the Army Industrial College, February '26-June '26).

PROBLEM NO. 7

SUBJECT: Industrial Mobilization in Germany during World War.

OBJECT: A study of the problems and difficulties which confronted Germany in connection with her preparation for and participation in the World War, and the ways and means utilized in their solution - this from the point of view of industrial plants for production, obtaining raw materials, and supply of labor.

- REFERENCES
- Solution to Problem No. 11. A.I.C. (September '25 - January '26).
 - G-2, War Department General Staff.
 - L'Industrie en France Occupee - Translated from the German Kartenbeilagen Zu die Industrie in Bessessten Frankreich.
 - Ludendorff's Own Story.
 - The German General Staff - Von Falkenhayn.
 - Out of my Life - Hindenberg.
 - The March on Paris in 1917 - Von Kluck.
 - My Memoirs - Von Tirpitz.
 - List of Books Concerning the Great War - Prothero.
 - Military Attaches reports.
 - War of Lost Opportunities - Von Hoffmann.

- REQUIRED
- A brief report covering primarily the following
 - (a) What had Germany done prior to the World War in preparation of plans for the utilization of her industrial and natural resources to meet a war load?
 - (b) What problems presented themselves to the Germans in connection with meeting the requirements of her Army and Navy upon her entry into and during the World War - in connection with supply of raw materials, facilities for manufacturing war materials, supply of labor, and means of transportation?

(c) What ways and means were utilized by the Germans in solving the problems presented?

(d) The report should include a bibliography of the references on the subject,

It is not intended that the committee shall feel limited to the items mentioned. A broad view should be taken of the subject and any matter considered of interest and which would be of value in the development and solution of our own industrial mobilization problems should be included in the report.

ASSIGNMENT:

COMMITTEE.

Lt.Col. J. E. Hemphill, (S.C.)

Chairman

Major N. L. McDiarmid, (M.C.)

Major G. P. Wilhelm, (O.D.)

Capt. C. J. Morelle (Q.M.C.)

DATE DUE April 10, 1926.

ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June '26).

PROBLEM NO. 8

SUBJECT Industrial Mobilization in Italy during World War.

OBJECT A study of the problems with which Italy was confronted, in preparation for and during the World War, and the ways and means utilized in their solution.

REFERENCES G-2, War Department General Staff.

List of Books concerning the Great War - Frothero.

Military Attaches reports.

I RIFORMAMENTI DELL'ESERCITO MOBILITATO DURANTE LA GUERRA ALLA FRONTE ITALIANA (1915 - 1918)
Ministero della guerra - Roma, 1924.

Supplying the mobilized army during the War (1915 - 1918) on the Italian front (Chapt II)
(Translation 6/2 - G.S. #A. 5753

Folder - Industrial Mobilization, Italy - Library O.A.S.W.

Italy's Great War & Her Noted aspirations
Library O.A.S.W.

Italy Today - by Mario Alberti -
General Carlo Corsi, et al.

The Industrial Position of Italy.
(Attolico & Giannini)

Records of War Industries Board.

The Industrial Mobilization of Italy.
Translated from the Giornale Militare
Ufficiale for August 30, 1915.
(Office of Chief of Staff - War College
Div. #8947-7)

REQUIRED

A list of such books magazine articles or papers as bear on this subject, with an indication of the chapters or pages, together with a brief resume of the subject matter covered. It is proposed to present this problem to other classes of the Army Industrial College with a view of eventually having a very complete report on the subject and the research done by this committee will be used as the ground work for future studies keeping this in view, the committee can gauge the scope of their work. Where matter on this subject is in Italian or other foreign language, it is desired to ascertain if English translations are available. What is desired is a complete bibliography on this subject for future reference and use.

ASSIGNMENT

COMMITTEE

- Major H. R. Smalley (Q.M.C.)
Chairman
- Major M. B. Fillett (C.W.S)
- Major B. W. Simpson (O.D)
- Capt. E. H. Block (Q.M.C.)

Date Due - April 3 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at The Army Industrial College February-June 1926)

PROBLEM NO. 9.

SUBJECT Industrial Mobilization during the Civil War
by the United States and Confederate States.

OBJECT. A study of the problems and difficulties which
confronted the United States and the Con-
federate States in connection with their prep-
aration for and participation in the Civil
War, and the ways and means utilized in their
solutions, - this from the point of view of
industrial plants for production, obtaining
raw materials, and supply of power, labor and
transportation.

REFERENCES. Memoirs of General Grant.
Memoirs of General Sherman.
Memoirs of General Lee.
Military Memoirs of a Confederate - Alexander.
Messages and Documents, War Dept., 1861-6.
Annual Reports of Chiefs Supply Branches,
1861-5.
Report of the Secretary of War - 1861-5.
Records of the Rebellion.
Battles and Leaders of the Civil War,
Vol. 1 - p. 611.
Military Unpreparedness of the U.S. -
Huidekoper.
Economic Factors in the Manufacture of
Confederate Ordnance - Bruce.
Readings in the Economic History of the
U.S. - Bogart and Thompson.
Extracts from my Notes written Chiefly soon
after the close of the War - Gen. J. Gorgas,
C.S.A.
Supplying Armies in the Field as exemplified
by the Civil War - Sharpe.
Social and Industrial Conditions in the Civil
War - Fite.
The Medical Corps of the U.S.A. in the Civil
War - Duncan.
Supply of the Confederate Army - Huse.
Supply Plans and Principles of Supply deducible
from the Campaigns of 1864-65. A.W.C. (G-4)
Committee #4, -B, 1921-22.
Influence of Supply on the Strategical Opera-
tions of the Western Union Armies during
the Civil War. A.W.C. (G-4), Comm. No. 1.
1923-1924.

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(Course at the Army Industrial College, February-June 1926)

PROBLEM NO. 9, cont'd.

REFERENCES Cont'd.

Report on the General Staff Functions in the Union and Confederate Forces in 1864. A.W.C (Training). Comm. #6, 1920-1921.

REQUIRED A Brief report covering primarily the following

- (a) What had the United States and the Confederate States done prior to the Civil War in preparation of plans for the utilization of their industrial and natural resources to meet a war load?
- (b) What problems presented themselves to the United States and the Confederacy in connection with meeting the requirements of their armed forces upon their entry into and during the Civil War - in connection with supply of raw materials, facilities for manufacturing war materials, supply of labor and power, and means of transportation?
- (c) What ways and means were utilized by the United States and the Confederacy in solving the problems presented?
- (d) The report should include a bibliography of references on the subject.

It is not intended the committee shall feel limited to the items mentioned. A broad view should be taken of the subject and any matter considered of interest and which would be of value in the development and solution of our own industrial mobilization problems should be included in the report.

ASSIGNMENT	COMMITTEE	Col F.W. Van Duyne, Q.M.C., Chairman. Cmdr. F.V. McNair, U.S.N. Major Robt. Skellon, M.C. Major C.T. Harris, Ord. Major B.Q. Jones, A.S. Lieut. C.S. Johnson, A.S.
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DATE DUE April 10th 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June 1926).

PROBLEM NO./Q.

SUBJECT . Strategic & critical raw materials; Sources and methods of marketing.

OBJECT . A study of the sources of origin of supply of raw materials classed as strategic and critical; the principal markets in which these commodities are bought and sold, the usual commercial practice in transactions in these commodities, i.e., effecting of payments; basis of acceptance, units commonly used (tons, pounds, bales, barrels), usual methods of purchase (direct or through commission houses or brokers), any control which may exist and have to be considered in making purchases (Stephenson Act; Rubber; Brazilian control of coffee; Narcotics Act. U.S.

REFERENCES Reports of Department of Commerce. Commodity studies on file in Planning Branch, O.A.S.W., and Supply Branches.

REQUIRED A report on the following commodities, of such part of the list as available time will permit.

Antimony	Linseed oil	Quinine
Camphor	>Manganese	>Rubber
Chromium	Manila fibre	Shellac
Cocconut shells	Mica	Silk
Coffee	Nickel	Sodium nitrate
Cork	Nux vomica	Sugar
Graphite	Opium	Tin
Hemp	Platinum	>Tungsten
Hides	Potassium salts	Vanadium
Iodine	Quicksilver	Wool
Jute		

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The report should cover the items specified under "OBJECT" and such other matter as would be of interest to anyone desiring to purchase large quantities of such commodities.

ASSIGNMENT

- COMMITTEE. Major J.R. Horton (U.S.M.C)
 Chairman.
- Major S.S. Creighton (M.C.)
- Major J.H. Burns (O.D.)
- Major H.J. Wild (C.E.)
- Lieut. L.C. Hurd (A.S.)

DATE DUE. April 3, 1926.

(Collected Copy)

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ARMY INDUSTRIAL COLLEGE
Washington, D.C.

(Course at the Army Industrial College, February-June 1926)

PROBLEM NO. 11

SUBJECT Integrated Organizations.

OBJECT To study the theory of some organizations
which control production, from raw materials
to finished products.

REFERENCES Hugo Stinnes - Brinkmeyer, 1921.
The Vertical Trust - Industrial Management, May '24.
Poors Manual of Industrials, 1924.
Report of the Purchase System of the Ford
Motor Co., - (Maj. J.H. Burns, A.I.C. Files).
Applied Business Finance - Lincoln Chapt XXI.
The Integgregation of Industrial Operation -
Census Monographs III.
Solution to Prob.No.18, 4th Course (Sept. '25-Jan. '26).

REQUIRED (A) A brief review and digest of the following
industrial organizations

The Ford Motor Company.
The Stinnes Corporation.

Showing (a) their gradual development,
step by step, from their
formation to their present
organization.
(b) the reasons for this develop-
ment.

(B) The preparation of an outline plan of
a Supply Branch for the procurement of
an item or group of supplies. This out-
line plan to utilize such of the prin-
ciples upon which the organizations re-
ferred to (in A) are based and which are
applicable to it.

ASSIGNMENT. Committee Major E. deT. Ellis, Q.M.C.,
Chairman.
Capt. O.P. Echoles, A.S.
Capt. E.S. Pegram, C.E.
Capt. J.V. Matejka, S.C.

(Major H.H. Rutherford, Ord.,
Coordinator and Instructor).

DATE DUE April 10th, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College February-June 1926)

PROBLEM NO. 12

SUBJECT Transportation.

OBJECT A general study of the transportation situation in the United States in War.

REFERENCES. War Administration of the Railways of the United States and Great Britain - Dixon and Parmelee, Carnegie Endowment of International Peace, No. 3.
Principles of Railway Transportation - Jones. Office files (particularly).
Railway Transportation in War - Ripley. Functions and Organization of the Transportation Service. W.D. - Dalton.
Railroad Transportation and the Army - Adams.
Solution to Problem No. 11, A.I.C., C-2, Nov. 2, 1924.
Solution to Problem No. 8, A.I.C., C-3, Apr. 11, 1925.
Solution to Problem No. 15, A.I.C., C-4, Nov. 21, 1925.
Notes on Conference on Transportation (The Secretary of War, transportation officials and others) March 2 and 3, 1925.

REQUIRED Prepare a brief monograph covering the subject of railroad transportation during the World War, what has been done to prepare for a future war and what remains which should be done.

ASSIGNMENT. Committee Major H. J. Wild, C.E.,
 Chairman.
 Major J. R. Horton, U.S.M.C.
 Major B. W. Simpson, O.D.
 Capt. E. H. Block, Q.M.C.

DATE DUE: April 17, 1926.

ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

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(Course at the Army Industrial College February-June 1926)

PROBLEM NO. 13

SUBJECT Resources of the New York District.

OBJECT A study of the resources of the New York industrial District (W.D.P.D. # 3) available to meet the War Department needs.

REFERENCE. Solution to Problem No. 7, A.I.C., C-2, Oct. 25, 1924.
Solution to Problem No. 7, A.I.C., C-3, Apr. 4, 1925.
Solution to Problem No. 9, A.I.C., C-4, Nov. 14, 1925.
Solution to Problem No. 14, A.I.C., C-4, Dec. 5, 1925.
Solution to Problem No. 16, A.I.C., C-4, Dec. 12, 1925.

REQUIRED An analysis of the subject from the following viewpoints

(a) Are the demands of the War Department upon this district logical in the sense that the kinds of goods it is proposed to obtain from the districts are such which can be produced to better advantage in the district than elsewhere in the United States? Consideration should be given to the fact that goods of the same character will be obtained in other districts so that the orders placed in the New York district will represent only a portion of the total requirements for the items.

(b) Do the War Department demands on this District bear a reasonable relation to its industrial capacity, is the War Department load such as would require the importation into the district of certain articles essential to the civil population and which would normally be furnished by the industries of the district; does the War Dept. load on the district leave sufficient margin of safety to permit additional load being added in case of necessity?

ASSIGNMENT Committee Major M.B. Willett, C.W.S. (Chairman)
Major H.R. Smalley, Q.M.C.
Major J.H. Burns, O.D.
Lieut. L.C. Hurd, A.S.

DATE DUE. May 1, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926)

PROBLEM NO. 14

SUBJECT Allocation of Facilities.

OBJECT A general study of the allocation of facilities.

REFERENCES Industrial America in the World War - Chapt. VI,
Clarkson.
American Industry in the War - Baruch.
Files of the Allocation Section, War Industries
Board.
Solution to Problem No. 12, A.I.C., C-2, Nov. 8, 1924.
Solution to Problem No. 13, A.I.C., C-3, Apr. 25, 1925.
Solution to Problem No. 19, A.I.C., C-4, Dec. 5, 1925.
Office Monograph, "Allocation of Facilities".

REQUIRED A report embodying recommended action to be taken
with respect to the allocation of facilities for a
major emergency

(a) in time of peace, and

(b) during time of war.

Take into account the requirements of the Army and
Navy, transportation needs on land and sea, and
the needs of the civilian population, indicate the
relationship between the Commodity Committees and
the Allocation organization, etc., and attempt to
formulate a workable administrative scheme and
system of records that will serve all the needs
of the situation.

The report should show a statistical method of
presenting the status of the war load on the ca-
pacity of facilities allocated.

ASSIGNMENT Committee. Major R. Skelton, M.C.,
Chairman.
Lt. Col. J.E. Hemphill, S.C.
Major G.P. Wilhelm, Ord.
Capt. O.P. Echols, A.S.

DATE DUE April 24th, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 15

SUBJECT Labor.

OBJECT A study of Labor in War.

- REFERENCES
- Address by Mr. John P. Frey - Jan. 28, 1926.
 - Office Monograph "American Labor in War", particularly memorandum dated Sept. 24, 1924.
 - American Industry in War, Chap. VII - Clarkson.
 - Second Annual Report, Provost Marshall General, 1919. pp. 1 to 20; 72 to 85.
 - Bulletin 287, Bureau of Labor Statistics, 1922.
 - "National War Labor Board", pp 1 to 26.
 - Readings in the Economics of War - Clark, Moulton and Hamilton, pp 180-184, incl.
 - Industrial and Manpower Mobilization - Gen. Hugh Johnson, "The Military Engineer", Jan-Feb., 1923.
 - Files, War Industries Board.
 - Solution to Problem No. 9, A.I.C., C-2, Nov. 1, 1924.
 - Solution to Problem No. 17, A.I.C., C-3, May 9, 1925.
 - Solution to Problem No. 21, A.I.C., C-4, Dec. 12, 1925.

- REQUIRED.
- Make an analysis of the problem and propose a practicable answer to the questions
 - (a) How are we going to assure an adequate supply of labor for war industries to meet the increased load placed upon them.
 - (b) What plans can be made now and what steps should be taken upon the outbreak of war.

Assume that the following proposed legislation will be passed. "Provided, That no person between the ages of twenty-one and thirty years, liable to service in the armed forces, shall be exempted from such service on account of occupation, unless, in the judgement of the President, such exemption is necessary in the national interest".

List references in addition to those given which are found to be pertinent.

- ASSIGNMENT COMMITTEE
- Major B.Q. Jones, A.S., Chairman.
 - Col. F.W. Van Duyne, Q.M.C.
 - Major N. L. McDiarmid, M.C.
 - Lt. C.S. Johnson, A.S.

DATE DUE April 24, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 16:

SUBJECT Commodity Committees.

OBJECT A study of the function of the Commodities Division of the office of the Assistant Secretary of War in the plan for war time procurement.

REFERENCES American Industry in the World War - Baruch.
Industrial America in the World War, Chap. XVIII -
 Clarkson.
Report of Chief of Staff, U.S.A., 1919 - pp 119
 to 147, incl. Special attention invited to
 pp 133 and 134.
Solution to Problem No. 17, A.I.C., C-2, Nov. 22, 1924.
Solution to Problem No. 10, A.I.C., C-3, May 1, 1925.
Solution to Problem No. 7, A.I.C., C-4, Nov. 7, 1925.

REQUIRED (a) A report showing the functions which the Com-
 modities Division of the Office of the Assist-
 ant Secretary of War would exercise in a major
 emergency, the stages through which it would
 pass in going from a peace to a war basis, its
 relations with the supply branches and with a
 super-agency, if created, and how it should
 maintain contact with industry in peace and
 in war.
 (b) What statistical or other records should a com-
 modity committee maintain.

ASSIGNMENT

Committee Cndr. F.V. McNair, U.S.N.,
 Chairman,
 Major C.T. Harris, Ord.
 Major E. deT. Ellis, Q.M.C.
 Capt. E.S. Pegram, Jr., C.E.
 Capt. J.V. Matejka, S.C.
 Capt. C.J. Morelle, Q.M.C.

DATE DUE. May 1, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 17.

SUBJECT. Resources of the Pittsburgh District.

OBJECT A study of the resources of the Pittsburgh industrial District (I.D.P.D. # 6) available to to meet the War Department needs.

REFERENCE. Solution to Problem No. 7, A.I.C., C-2, Oct. 25, 1924.
Solution to Problem No. 7, A.I.C., C-3, Apr. 4, 1925.
Solution to Problem No. 9, A.I.C., C-4, Nov. 14, 1925.
Solution to Problem No. 14, A.I.C., C-4, Dec. 5, 1925.
Solution to Problem No. 16, A.I.C., C-4, Dec. 12, 1925.

REQUIRED An analysis of the subject from the following viewpoints:

(a) Are the demands of the War Department upon this district logical in the sense that the kinds of goods it is proposed to obtain from the districts are such which can be produced to better advantage in the district than elsewhere in the United States? Consideration should be given to the fact that goods of the same character will be obtained in other districts so that the orders placed in the Pittsburgh district will represent only a portion of the total requirements for the items.

(b) Do the War Department demands on this District bear a reasonable relation to its industrial capacity, is the War Department load such as would require the importation into the district of certain articles essential to the civil population and which would normally be furnished by the industries of the district; does the War Dept. load on the district leave sufficient margin of safety to permit additional load being added in case of necessity?

ASSIGNMENT.

Committee Major A.L. Rockwood, C.W.S. (Chairman)
Major J.R. Horton, U.S.M.C.
Major K.F. Adamson, O.D.
Capt. E.H. Block, Q.M.C.

DATE DUE May 15, 1926.

ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 19.

SUBJECT Priority.

OBJECT. A general study of priorities and their application in war.

REFERENCES American Industry in War, Part I, Chap. IV - Banuch,
Industrial America in the World War, Chap. VIII -
Clarkson.
Office Monograph, "Priorities".
War Industries Board Files.
Solution to Problem No. 14, A.I.C., C-2, Nov. 15, 1924.
Solution to Problem No. 15, A.I.C., C-3, May 2, 1925.
Solution to Problem No. 17, A.I.C., C-4, Nov. 28, 1925.

REQUIRED A report of the action which should be taken with respect to industrial priorities which result from the establishment of military priorities

- (a) by the office of the Assistant Secretary of War, in time of peace;
- (b) by the same office on the occurrence of a major emergency;
- (c) by an assumed super-agency after its creation.

Take into account priorities in power, labor, transportation and materials, and indicate the relationship between commodity Committees and Priority organization.

The report should indicate the principles which should govern in determining the particular rating for an order or for a facility under conditions (a) and (b) above, and outline some statistical method by which priorities may be determined in an equitable manner.

ASSIGNMENT.

Committee Major G.P. Wilhelm, Ord.,
Chairman.
Col. F.W. Van Duyne, Q.M.C.
Major N.L. McDiarmid, M.C.
Major B.Q. Jones, A.S.

DATE DUE May 8, 1926.

ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 20

SUBJECT- Personnel and Training.

OBJECT. A study of the development of methods of recruitment and training of personnel for procurement in war.

REFERENCES Solution to Problem No. 19, A.I.C., C-2, Nov. 28, 1924.
Solution to Problem No. 14, A.I.C., C-3, Apr. 25, 1925.
Solution to Problem No. 22, A.I.C., C-4, Dec. 19, 1925.

REQUIRED A monograph outlining policies and methods which should be followed by the office of the Assistant Secretary of War and by the respective supply branches to the end that properly selected personnel, with necessary training, shall be available to fill with promptness all positions as they are created by the war expansion. To what extent can peace time personnel be assigned permanently to procurement duty? Take into account these factors:

Branch chiefs are and must remain responsible for the successful operation of their branches. The branch problem has a dual aspect - generally a single personnel for the field and for procurement. Training may embrace anything between short orientation courses for men who are already specialists along particular lines to courses of sufficient scope to train green men for jobs which are entirely new to them.

It will be necessary frequently to offer training to officials and employees of civilian contracting firms.

The peace time training of Reserve Officers should be coordinated with the war time training of officers and civilians.

ASSIGNMENT

Committee Lieut. C.S. Johnson, A.S.
Chairman.
Lt. Col. J.E. Hemphill, S.C.
Major R. Skeltan, M.C.
Capt. O.P. Echols, A.S.

DATE DUE May 8, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 21

- SUBJECT Resources of the San Francisco District.
- OBJECT. A study of the resources of the San Francisco Industrial District (I.D.P.D.#14) available to meet the War Department's needs.
- REFERENCES Solution to Prob. No. 7, A.I.C., C-2, Oct. 25, 1924.
Solution to Prob. No. 7, A.I.C., C-3, Apr. 4, 1925.
Solution to Prob. No. 9, A.I.C., C-4, Nov. 14, 1925.
Solution to Prob. No. 14, A.I.C., C-4, Dec. 5, 1925.
Solution to Prob. No. 16, A.I.C., C-4, Dec. 12, 1925.
- REQUIRED An analysis of the subject from the following viewpoints
- (a) Are the demands of the War Department upon this district logical in the sense that the kinds of goods it is proposed to obtain from the district are such which can be produced to better advantage in the district than elsewhere in the United States? Consideration should be given to the fact that goods of the same character will be obtained in other districts so that the orders placed in the San Francisco District will represent only a portion of the total requirements for the items.
 - (b) Do the War Department demands on this District bear a reasonable relation to its industrial capacity, is the War Department load such as would require the importation into the district of certain articles essential to the civil population and which would normally be furnished in the industries of the district, does the War Department load on the district leave sufficient margin of safety to permit additional load being added in case of necessity?

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College February-June 1926).

PROBLEM NO. 22

SUBJECT. Specific Procurement Plans.

OBJECT: A study of what should be included in a specific plan for the procurement of a raw material, a finished product or a group of supplies.

REFERENCES Solution to Prob. No. 23, A.I.C., C-3, June 5, 1925.
Solution to Prob. No. 25, A.I.C., C-4, Jan. 9, 1926.
"Specific Procurement Plans" on file in
Planning Branch.

REQUIRED: Prepare an outline of the points which should be covered by a "Specific Procurement Plan".

The headings and sub-paragraphs in the plan should be completed, so that when a plan is submitted covering the points listed it will be in a satisfactory shape for presentation to the Assistant Secretary of War.

What is desired is a complete outline of what should be ~~included~~ in a "Specific Procurement Plan" for use by the supply branches in preparing such plans and to serve as a check sheet in receiving these plans prior to approval.

continued

ASSIGNMENT

Committee Capt. E. S. Pegram, C.E. (Chairman)
Major B. W. Simpson, O.D.
Major M. B. Willett, C.W.S.
~~Major H. J. Wild, C.E.~~
Capt. C. J. Morelle, Q.M.C.

DATE DUE May 15, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 23.

SUBJECT- Price Control.

OBJECT. Asstudy of the subject of Price Control in war.

REFERENCES Elementary Outline of Economics, Taussig -
Economics Vol. 1.
America in the World War, Part 1 - Baruch.
Industrial America in the World War, Chap. IX -
Clarkson.
Office Monograph, "Price Control in Time of
War".
Records of Price Control Committee, War Ind. Bd.
Solution to Prob. No.15, A.I.C., C-2, Nov. 15, 1924.
Solution to Prob. No.19, A.I.C., C-3, May 23, 1925.
Solution to Prob. No.20, A.I.C., C-4, Dec. 7, 1925.
Office files, Planning Br., supply branches, etc.

- REQUIRED-
- (a) A study of the economic function of price, how it is set in periods of free competition, the effect of war conditions on prices, the point where "inflation" exists and the economic principles which should be considered in exercising price control.
 - (b) A brief, historical monograph showing any important features of the general evolution of the system of price control in the United States as operated during the World War, and a comparison with corresponding actions in Great Britain and France.
 - (c) A proposed organization for the Price Control Section of the office of the Assistant Secretary of War, and an outline of the functions of its several subdivisions, in a major emergency, the relation which the section would bear in its operations to other divisions and sections of the office and to other established government agencies, and how it should function in a major emergency in the event of the establishment of the same or similar super-agencies as were in operation at the time of the Armistice in 1918.

ASSIGNMENT

Committee Capt. J. V. Matejka, S.C.
 Chairman.
~~Major S. S. Creighton, M.C.~~
Major H. R. Smalley, Q.M.C.
Major C. T. Harris, O.D.
Major J. H. Burns, O.D.
Lieut. L. C. Hurd, A.S.

ADVISOR Lt. Col. W. C. Baker (Planning Branch)

DATE DUE May 15, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 24

SUBJECT. Study of an Industry.

OBJECT. A study of the effect of war on the Machine
Tool Industry from the viewpoint of that In-
dustry.

REFERENCES: Solution to Prob. No. 31-A, C-4, A.I.C., Jan. 22, 1926.

REQUIRED. Prepare a monograph, answering the following
questions from Industry's point of view:

"If War should be declared tomorrow -

- (a) how will the war affect us?
- (b) will our output be increased or
decreased, and by what percent?"

Requirements should be based on the War De-
partment Mobilization Plan and be as accurate
as possible. This study should show the prob-
able fluctuations in the Industry for each six
months of the war. Fluctuations in power,
labor and transportation should be considered.

The study should show the status of the Industry
in 1914, during the World War, during the present
year (last year for which statistics are avail-
able) and should conclude with a prediction as to
the part Industry will play in a future emergency,
under the present War Department Mobilization Plan.

All important firms and associations in the In-
dustry should be located, together with key men
in the Industry. Contact should be suggested as
to whom the study may be presented for comment
and corrections of assumptions were made. Diffi-
culties experienced by this Industry in time of
war should be pointed out, and recommendations
made to remedy same.

Free use should be made of graphic charts
for illustration purposes.

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ASSIGNMENT

COMMITTEE Col. F. W. Van Duyne, Q.M.C.
Chairman.
Major R. Skelton, M.C.
Major G. P. Wilhelm, O.D.
Lieut. C. S. Johnson, A.S.

ADVISOR Major R. R. Nax, O.C. (Planning Branch)

ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 25

SUBJECT Study of an Industry.

OBJECT A study of the effect of war on the Auto-
motive Industry, from the viewpoint of
that Industry.

REFERENCES None given.

REQUIRED Prepare a monograph, answering the following
questions from Industry's point of view:

"If War Should be declared tomorrow,

- (a) how will the war affect us?
- (b) will our output be increased or
decreased, and by what percent?"

Requirements should be based on the War De-
partment Mobilization Plan and be as accurate
as possible. This study should show the
probable fluctuations in the Industry for
each six months of the war. Fluctuations
in power, labor and transportation should
be considered.

The study should show the status of the In-
dustry in 1914, during the World War, dur-
ing the present year (last year for which
statistics are available) and should con-
clude with a prediction as to the part In-
dustry will play in a future emergency,
under the present War Department Mobiliza-
tion Plan.

All important firms and associations in the
industry should be located, together with
key men in the Industry. Contact should be
suggested as to whom the study may be pre-
sented for comment and corrections of as-
sumptions where made. Difficulties ex-
perienced by this Industry in time of war
should be pointed out, and recommendations
made to remedy same.

Free use should be made of graphic charts
for illustration purposes.

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ASSIGNMENT.

COMMITTED. Capt. O. P. Echols, A.S.
Chairman.
Lt.Col. J. E. Hemphill, S.C.
Major N. L. McDiarmid, M.C.
Major B. C. Jones, A.S.

ADVISOR. Lt.Col. F. H. Burton, Q.M.C.
(Planning Branch).

DATE DUE May 29, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 28.

SUBJECT: War Reserves.

OBJECT: A general study of the subject of War Reserves.

REFERENCES Solution to Problem No. 27, A.I.C., C-2, Jan. 24, 1925.
Solution to Problem No. 19, A.I.C., C-3, May 15, 1925.
Solution to Problem No. 23, A.I.C., C-4, Dec. 19, 1925.
Office Files, Planning Branch, O.A.S.W.

REQUIRED (A) A discussion of the reasons which make it advisable that certain supplies (raw materials and finished articles) be held in a war reserve, and the general principles and policies which should govern in determining such war reserve.

(B) A discussion as to how such a War Reserve may best be built up, maintained and administered.

(C) Prepare the draft of a memorandum to the Supply Branches on the subject of war reserves, containing general information as to the basic data upon which to determine what shall be included in the war reserve, methods of computation, etc., in sufficient detail to secure uniformity of procedure by the branches in considering this subject.

(See attached outline)

ASSIGNMENT: Committee - Major J. H. Burns, Ord.,
Chairman.

Major A. L. Rockwood, C.W.S.

Capt. J. V. Matejka, S.C.

Capt. C. J. Morelle, Q.M.C.

Advisor - Major H. L. Rice, Ord., (Planning
Br., O.A.S.W).

DATE DUE June 5th, 1926.

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The following suggested outline of a memorandum to the Supply Branches on War Reserves (requirement (c), Problem No. 28) is submitted to the Committee for such use as they may see fit to make of it.

1. Nomenclature-- definitions.
Present confusion of terms and interpretations.
Recommendations of specific nomenclature sufficiently explicit to place all investigations and action on a uniform basis.
2. Basic Data.
Responsibility for directives.
Nature and adequacy of directives in force.
Confusion, if any, with effect on and interpretations of results.
Congressional direction and its effect.
Modification procedure when indicated by procurement studies.
Other action desirable.
3. Essentiality.
Determination of items for reserve lists.
Responsibility for directive.
Brief discussion of existing directives.
Effect of directives with particular consideration of necessity of carrying forward the effect into Tables of Equipment and Allowances and Procurement Studies.
4. Computation - Responsibility for.
Differences in methods used, their result and instructions necessary to effect uniformity.
5. Review and Approval.
Proper reviewing authorities.
Nature of review and character of approval.
6. Unbalanced programs.
Those in which approval has been given to a reserve smaller than that determined by proper computation.
Resulting responsibilities.
Necessity of coincident modification of basic data.
7. Procurement of deficits.
Development of a harmonious adequate program.
Budget procedure.
Basic responsibilities - Supply Branches, Assistant Secretary of War, General Staff, War Council, Congress.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926).

PROBLEM NO. 29.

SUBJECT. Interbureau Procurement.

OBJECT. A study of the problem of Interbureau Procurement -
(a) In time of peace; and
(b) In time of War.

REFERENCES Section 9, National Defense Act.
Report of the "Starboard-DeWitt" Board on Interbureau Procurement.
War Department, "Supply Lists".
Dawes' A.E.F. Report - Power to fix Categories and transfer stocks.
Navy Department's Supply practices.
Solution to Prob. No. 18, A.I.C., C-2, Nov. 29, 1924.
Solution to Prob. No. 9, A.I.C., C-3, Apr. 11, 1925.
Solution to Prob. No. 10, A.I.C., C-4, Nov. 7, 1925.
American Industry in War - Appendix V, Baruch.

REQUIRED Practicable answers to the questions.

- (1) To what extent should interbureau procurement be practiced
 - (a) with respect to items of issue to troops?
 - (b) with respect to non-issue items?
- (2) How should control over interbureau procurement be exercised-
 - (a) with respect to policies and allocation of responsibility for procurement of specific items?
 - (b) with respect to actual procurement?

ASSIGNMENT. Committee. Colonel F.W. Van Duyne, Q.M.C.,
Chairman.
Major N.L. McDiarmid, M.C.
Major M.B. Willett, C.W.S.
Major B.Q. Jones, A.S.
Major H.J. Wild, C.E.

ADVISOR Lt. Col. James Regan, Q.M.C. (Planning Br.)

DATE DUE June 19, 1926.

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ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926)

PROBLEM NO. 30:

SUBJECT / Budgetary Control and Accounting,
Funds for Procurement,
Conservation.

OBJECT: To review committee reports on the above sub-
jects submitted by preceding classes, in order
that student officers may be informed on these
important subjects which were not given out as
specified problems, due to lack of time.

REFERENCES Budgetary Control and Accounting - (Major C. Newton).
Problem No. 11, C-3, A.I.C., Feb-June, 1925.
Problem No. 12, C-4, A.I.C., Sept. '25-Jan., '26.

Funds for Procurement - (Major C. Newton).
Problem No. 6, C-3, A.I.C., Feb-June, 1925.
Problem No. 24, C-4, A.I.C., Sept. '25-Jan., '26.

Conservation - (Major H. L. Rice).
Problem No. 15, C-3, A.I.C., Feb-June, 1925.
Problem No. 28, C-4, A.I.C., Sept., '25-Jan., '26.

REQUIRED A careful review of the references given by the
officers assigned, and a report that he has made
such study, together with any suggestions or con-
structive criticisms that he may care to submit.
(At the conference students will be called on to
discuss the subjects under consideration).

ASSIGNMENT. All student officers, except as designated below:

<u>Problem No. 28</u>	<u>Problem No. 29</u>
Major J.H. Burns, Ord., Chairman.	Colonel F.W. Van Dyne, Q.M.C., Chairman.
Major A.L. Rockwood, OWS.	Major N.L. McDiarmid, MC.
Capt. J.V. Matejka, SC.	Major B.Q. Jones, A.S.
Capt. C.J. Morelle, QMC.	Major M.B. Willett, OVS. Major H.J. Wild, C.E.

DATE DUE: June 5, 1926.

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ARMY INDUSTRIAL COLLEGE
Washington, D.C.

(Course at the Army Industrial College, Feb-June, 1926)

PROBLEM NO. 31

SUBJECT Commodity Studies.

OBJECT The preparation of Commodity Studies of assigned items.

REFERENCES No special references are given. Planning Branch and War Industries Board files should be consulted.

REQUIRED The preparation of studies of the Commodities assigned below from the standpoint of their use under the assumption that the Basic Mobilization Plan becomes effective.

ASSIGNMENT	Lt. Col. J.B. Huggins, M.C.....	Camphor.
	Lt. Col. J.E. Hemphill, S.C....	Manganese Dioxide (for dry batteries).
	Cmdr. F.V. McNair, U.S.N.....	Petroleum.
	Major S.S. Creighton, M.C..	Iodine.
	Major Robt. Skelton, M.C.....	Opium.
	Major C.T. Harris, Ord.....	{ Nitrates.
	Major J.H. Burns, Ord.....	
	Major B.W. Simpson, Ord.....	Toluol & Xylol.
	Major A.L. Rockwood, C.W.S. ...	Smokes. Tinaneum Tetrachloride, Phosphorus, Oleum.
	Capt. O.P. Echols, A.S.....	Spruce.
	Lt. L.C. Hurd, A.S.....	Duraluminum.
	Lt. C.S. Johnson, A.S.	Steel Tubing.

ADVISOR. Lt. Col. W.A. McCain, Q.H.C., (Planning Br., O.A.S.W).

DATE DUE June 19, 1926.

ARMY INDUSTRIAL COLLEGE
Washington, D.C.

(Course at the Army Industrial College, Feb-June, 1926)

PROBLEM NO. 31-A

SUBJECT Procurement Plans.

OBJECT The preparation of Plans for the Procurement of a specific item, or class of supplies.

REFERENCES Solution to Problem No. 22, C-5, A.I.C., May 15, 1926. Planning Branch and War Industries Board files should be consulted.

REQUIRED The preparation of plans for the procurement of the items or classes of supplies assigned below, under the assumption that the War Department Basic Mobilization Plan becomes effective

- ASSIGNMENT.
- Major H.R. Smalley, Q.M.C..... Hats, service.
 - Major G.P. Wilhelm, Ord..... Spare Parts,
Cal. 30 Rifle.
 - * Major J.R. Horton, U.S.M.C..... Blankets, wool, O.D.
 - Major K.F. Adamson, Ord..... Tractors.
 - Major E. deT. Ellis, Q.M.C..... Leggins, canvas, ltd.
 - Capt. E.S. Pegram, C.E..... Oil for Corps of Engis.,
Gasoline, Kerosene,
Lubricating.
 - Capt. E.H. Block, Q.M.C..... Duck, 12.4 oz., (for
pyramidal tents).
 - Capt. John Biggar, Q.I.C..... Felton Cloth, 20-oz.,
Type A, B and C.
 - Capt. J.V. Matejka, S.C..... Photographic Films.
 - * Capt. C.J. Morelle, Q.M.C..... Blankets, wool, O.D.

(* - indicates Joint Study on subject assigned)

ADVISOR Major T.J. Hanley, A.S., (Planning Branch, O.A.S.W.)

DATE DUE June 19, 1926.

ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

(Course at the Army Industrial College, February-June, 1926)

SPECIAL PROBLEM

SUBJECT. The Task of Procurement in War.

OBJECT. A study of the Procurement Problem of each of the Supply branches in war.

REFERENCES. The War with Germany - A Statistical Abstract. Ayers.
Poor's Manual of Industrials.
Surveys of Industrial Plants. (Files of the Army Industrial College and Planning Branch, O.A.S.W.).

REQUIRED: A brief report by each member of the Committee as to the Procurement Task of his own branch during the World War - as to

1st: Size

Compare the expenditures of his branch during the World War for munitions and supplies with the peace time purchases of some of the principal facilities allocated to that branch under the present plans. Where data on peace time purchases is not available, make the comparison with current business.

2nd Organization

Compare the strength of the war time organization of his branch with the organizations whose purchases are compared.

3rd. Complexity

State the complexity of the task of his branch, i.e., the classes of supplies to be procured, number of items, component parts, etc., and compare generally with the normal output of the firms listed in 1 and 2.

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REQUIRED

Cont'd.

What is desired is a brief synopsis of the procurement tasks of the several branches as compared with the big industrial organizations of this country. This for the benefit of the present and succeeding classes so they can visualize the magnitude of the procurement problem and appreciate the necessity of peace time planning to meet it.

ASSIGNMENT

- | | |
|---------------------|------------------------------------|
| Medical Department | Major N.L. McDiarmid,
Chairman. |
| Quartermaster Dept. | Col. F.W. Van Duyne. |
| Ordnance Department | Major C.T. Harris, Jr. |
| Air Service | Major B.Q. Jones. |
| Engineer Corps. | Major H.J. Wild. |
| Signal Corps. | Capt. J.V. Matejka. |
| Chem Warfare Serv | Major M.B. Willett. |