I. Evolving Organizational Approaches

II. Matrix Management, Matrix Organization, and Objectives

   A. Progress of Management Stages
      1. Patrimony
      2. Political
      3. Professional
      4. Project

   B. Progress of Organization Designs
      1. Functional
      2. Divisional
      3. Matrix

   C. Activities and Reacting vs. Results and Proacting

      From a divisionalized structure, a new way of management thinking and working emerged to create products characterized by advanced research and urgency for completion. Time and technology factors forced a more efficient utilization of human talents and facilitating resources.

III. Matrix Management Concepts

   A. Web of Relationships
   B. Results vs. Activities
   C. Pro-action vs. Reacting
   D. Causative Thinking vs. Decision Making
   E. Public Oriented Managers vs. Hired Managers
   F. Horizontal Flow vs. the Hierarchy

IV. Considerations Involved in Matrix Concept

   A. Stress Factor
   B. Completion and Closure
   C. RAMPS - Resource Allocation, Multiple Project Scheduling
   D. Reassessment and Uptraining of Personnel
   E. Results Management or Management by Objectives

V. Relationship of Management Functions to Matrix Concept

   A. Activities or Tasks vs. Objectives and Results
   B. Planning and Causative Thinking
   C. Organizing and the Synergistic Effect
   D. Motivating, Directing and the Zeigarnik Effect
   E. Controlling and Information Systems for Evaluating
   F. Innovating

VI. Examples, Illustrations and Exercise

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