Orientation Class for First-Year Students given by General Doriot on 5 May 1961

You have to think about tomorrow. Unless you do, this year will not be successful. Must be willing to do not only today's jobs but also the future.

Manufacturing does not deal with Production. It is a full year course. As long as I teach it, it will be a full year. I do not use cases. You can survive in the second year without cases. I do the work in class. I do not allow my students to ask questions. Any time my students have questions, they ask me after class. I want my students to come out of the School with a conceptual scheme and a belief in something. Accept what I say now and use it to build on during the future.

I talk in class, and I am not on the case system.
I do work on the case system.
Work is divided into three parts.

1. Self improvement

Improve one's self and work hard on it.
Every graduate of the School should be a strong individual.
Must learn his assets and liabilities and how to take advantage of both.

2. Shop work

Learn how to select men - learn how to work in the business world.
Students form groups of 7 - 10 = form themselves
Elect what we call a group leader
Study of two companies = thinking of today
class here is not the right environment
gives meaning to the lectures
The topic report = thinking of tomorrow
If you sign up now I will expect you to remain in. Of course, you are to
Pick two manufacturing companies in the Boston area.
First half - study the company
Second half - do constructive work for them
(develop a sense of operations - feeling of participating, leading, doing something)

I want to develop in students an "inner steering mechanism."
Men who want to be creative, work hard and who are courageous.
I do not give any help in locating companies. 
Ability to work in a business and yet to be still here at school. 
You must learn to pick people - to foresee problems.

3. Topic reports

The topic report is to give one a feeling of speed. Make the students look into the future. 
Sometimes it is a technical subject - sometimes it is not. 
I like to have a technical side to them because these are the things which will be responsible for future growth and development.

Many of our students have published their reports. When this happens, the reports are graded by industry, by bankers and their peers.

I want self improvement. I want men who come to class with a smile. 
I want strong men. 
I want a good analysis of two companies - then working with them constructively. 
I want a topic report. 

Do I want technical men? I like them, but it is not required. You are not being honest with yourselves if you do not recognize the importance of technology. I want to develop a sense of understanding about technology. These are the things which you must do in life if you are going to be successful.

I believe in good habits. Some things have to be done as a matter of habit. Before the war, I required people to take Industrial Accounting. 

Just having graduated from the Business School does not mean anything. You must learn to make contributions - to yourself, your company, your colleagues, your nation. 
I do not teach in a coal mine - on a farm - or in a sewer. Dress like a businessman. 
No one has to come to class, but if he doesn't, he should call my secretary. Not discipline but the beginning of an understanding on your part that you are on the way up. 
You should feel on your shoulders the responsibility to do well. Do some thinking on forming a group, choosing a topic, and picking companies. We have been losing too much time - Don't be too late.

Two more sessions: 

Next session - people from this year's class - 
Tuesday, 8 May, in Aldrich 112 at 4:30 p.m.