

our Company, by whose practical support we have our being. Therefore, the Sales Department reflect the attitude of our public towards us, whereas the function of our Production Department is to adapt and apply their facilities for the practical carrying out of Sales Department's projects. It is our Sales Department, therefore, who are most sensitive to the importance of all new possibilities for extending our market. On the other hand, our Production Department's viewpoint is to adhere as long as possible to the manufacture of present designs, by improved methods - preferably in greater volume. The Sales Department are the Liberals, the Production Department are the Conservatives in our organization. Their viewpoints usually conflict; and upon the relative considerations between these views is based the decision by our Chief Executive. I apply this reasoning to the matter we have been discussing; and I am satisfied that it will be considered by the different parts of your McGill organization from very much the same respective standpoints. That is why I suggest getting the outside or "Sales" view before getting the Faculty view. Comparatively few changes in our own product would be made if they had to be initiated by our Production Department. Primarily, their aim is to standardize their output, both as to design and manufacture.

In your case it is proposed to reinstate extramural qualifications by thesis and examination, for the Master of Applied Science degree, formerly in force and afterwards replaced by standard graduate school qualifications. The same extramural qualifications for the Doctor of Science degree are still in force. I should judge that the reason for the change was the desire to stimulate graduate school