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decisions and the decision-making process, it might substantially narrow our view of the range of likely Soviet behavior. We have some research along these lines already planned. (See the attached extract from [REDACTED] submission for the 5 years research program goals).

3. The highly structured, bureaucratic nature of Soviet society, and the extensive open discussion of organizational matters should be an advantage in setting the framework for understanding how their organizations actually operate. This advantage is probably more than offset, however, by the fact that we will be unable to directly observe Soviet organizations in action. Such observation -- i.e., the case study approach -- has played an important role in developing US organizational theory. The data base for our efforts undoubtedly will be quite skimpy. There is probably much less relevant intelligence information available than [REDACTED] seems to believe.

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4. On the basis of the considerations and judgments outlined above, the following specific proposals are offered:

- a. Approximately one man-year would be allocated to investigating and demonstrating the utility to OSR of organizational behavior analysis. This effort

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would be centered in SR/PA with SR/SF and SR/TF contributing primarily on a consultative basis. The SR/PA effort would be about equally split between PA/S and PA/M.

b. Consideration of external contracts or extensive consultant commitments would be deferred until completion of our initial efforts.

c. Close contact would be maintained with [redacted] on a consulting 25X1A5a1 basis and that we take full advantage of the offer in his letter "to be of whatever help I can." Specifically, he can probably be of invaluable assistance in setting up the terms of reference for our initial effort.

d. I suggest that [redacted] (PA/M) 25X1A9a and [redacted] (PA/S) be collaborating analysts on this project. [redacted] has 25X1A9a studied this subject -- probably more than anyone else in OSR -- and [redacted] is 25X1A9a now taking a course in analysis for decision-making in which his term paper

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topic will be on institutional factors.

The paper can be classified and will focus on the USSR.

5. The Programs Analysis Division would solicit suggestions from the Strategic and Theater Forces Divisions and will consult them on our terms of reference.



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Chief  
Programs Analysis Division, OSR

Attachment: a/s

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