

area of the vineyard in which we are all working heavily today. This is the stage of management theory here called the management process. An example of this for the Air Force officers is Air Force Manual 25-1. The title of that is The Management Process. This is the one that was conceived and promulgated. This management process theory has been prevalent since about 1945, up through to 1960. This was where the general manager approach to the attainment of desired objectives characterized this third stage in the development of management theory.

During the 1940's the conceptual framework for management developed into this process that could be used as a general approach to the achievement of objectives for an enterprise as a whole or for any portion of it. Whereas management theory had previously been associated with production and personnel, this concept of the management process also was being associated with the functions of selling, marketing, and financing, and likewise all functions in governmental agencies and military operations. The Internal Revenue Service for the past 5 or 7 years has had a very active and successful management development program using this management process as the base.

Management thought became oriented around the identification and refinement of the elements or functions in this management process. The concept of professional management then diminished the distinction between administration and management. Today we use administration and management virtually synonymously unless the author or particular institution gives an operational definition that one is different from the other. But in the literature we have combined administration and management. Either or both are considered as a management process or the administrative process.

The governmental institutional and political pressures on professional