

process that is used in the university and the company management-development programs of 3 to 6 weeks' duration today with certain differences of viewpoint. Now there is one very definite change starting in this management process amongst various companies. As you go along here in the process, having given any objective, there is the planning function, the organizing function, and these remain constant. But then on the start of the management theory, where we would have directing or motivating of the people, and then controlling their actions into conformance with the plan, many of the companies today still use the planning and organizing, but instead of the directing or controlling they will use integrating and measuring, measuring performance.

The reason is as follows, and the reason is also influenced by the research in the behavioral sciences. This has more of the management thought, or theory, or attitude of the so-called scientific management or classical management theory where the manager, given an objective, plans to achieve it, organizes to effect the plan, and then directs or motivates or leads his people in the organization to that objective in the plan. Then he performs the controlling function to be certain that if there are any errors that need adjustment he will take the action.

Today in your larger organizations, instead of this directing or motivating the concept of integrating is used, which is one of shared values and participating management. It is believed that if employees are given the objective or the desired result and then left to themselves to have great freedom of how they do their work there will be greater productivity than if the manager tells them the one best way or how to do their work.

Under this concept the manager must be satisfied to achieve the objective, leaving the employees freedom to make many decisions as to the how, rather than