

telling them. Then, if corrections are needed, if errors have come in and corrective action is needed, instead of the manager taking the action to do the controlling, the information is provided to the employees, and they then are the ones who take the corrective action to get back on the planning beam toward the objective.

This is the basic concept that is in this Patterns of Management by Likierd, or the concept of supportive management or participative management that comes with a higher educated work force and supposedly a demand now from the employees for more participation or cooperation in the conduct of organizational activities.

So the management process is in, it is established, managers all over are being trained, educated, and coached in the use of this management process.

Now comes the fourth stage. A fourth stage of management thought is developing. This is where you have that individual visual aid. It hasn't got a name yet. We'll call it a conceptual framework of management that indicates the various segments of management theory that are developing and that somehow we must put together. So this fourth stage of management thought is developing from the concept of this management process to a broader perspective of a philosophy which includes statements of the purpose of a business and the ethical beliefs relating to the conduct of business in addition to the management process.

The management process has also been used as a basis for the conceptual framework for a newer theory of management. Thought streams and conceptual contributions from the disciplines of mathematics, psychology, sociology and anthropology are being integrated with the concepts of a management process in a theory of management.

This conceptual framework for the development of a universally accepted management theory consists of certain factors, elements, or functions which can