

THE  
GOWER  
HANDBOOK  
OF  
MANAGEMENT

Edited by  
Dennis Lock and Nigel Farrow

**THE  
GOWER  
HANDBOOK  
OF  
MANAGEMENT**

**Dennis Lock and Nigel Farrow**

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# Notes on Contributors

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*Gordon Bell* (Effective Communication), a lapsed scientist, has been Senior Partner of Gordon Bell and Partners since its foundation in 1955. Based in

south-west London, the firm runs courses in communications skills in many parts of the world. Mr Bell has written and appeared in television programmes since the pioneer days at Alexandra Palace. His work in the theatre and practical work in industry have fitted him to help people improve their communications skills. He is an occasional contributor to several journals.

*Ted Bennett* (Managing the Electronic Office) is Data Processing Manager of Saudi Oger Services (UK) Ltd. He entered data processing in 1967 and has worked in various capacities in environments as diverse as retailing and process engineering. Most of his time as a consultant was spent working on office automation applications and projects for clients in both the public and private sectors. Mr Bennett has an MA in Systems Engineering. In 1970-71 he was Research Fellow in Management Information Systems at Sussex University.

*G A Bloxam* (Patents and Trade-Marks), now retired, is a former Head of the Patent Department of Albright & Wilson Limited, the chemical manufacturing group. On graduating from Cambridge in chemistry and physics he entered the patent profession in private practice and became a Fellow of the Chartered Institute of Patent Agents. Before joining Albright & Wilson he was Patents Manager of the National Research Development Corporation.

*Denis Boyle* (The Strategic Planning Process) is Managing Director of Service Management International Ltd. He was formerly Director of the Scandinavian Institutes for Administrative Research in London and Milan. Mr Boyle has also acted as a senior adviser to the Institute for Industrial Reconstruction in Rome and has been a consultant to a wide range of major corporations in several countries. He lectures widely in Europe and the United States and is a visiting professor at the University of Bocconi in Milan. Mr Boyle is an Industrial Fellow of the English Electric Company. His publications include numerous articles on strategic management and he is co-author of *The Challenge of Change* (Gower, 1981).

*Ron H Bradnam* (Corporate Strategies for the 1980s) works in private practice as a consultant in technology management with special interests in working with scientists, engineers and technologists in various management fields. After his military service he worked for EMI, Mullard and Plessey where he was responsible for the engineering design and management of research and development projects for commercial and military applications. While with EASAMS he planned and managed several important innovation projects before moving to Urwick Technology Management where his assignments were concerned with improvements to the management of technical and business functions. Mr Bradnam has had a varied academic career, acting as a visiting lecturer and course leader at various academic institutions. His present appointments include visiting lectureships at the University of Southampton and Cranfield School of Management.

*A Brearley* (Design Management) first worked as a design engineer after an engineering degree and military service. He became Production Manager of the Talbot Stead Tube Company and then a Works Engineer with ICI. He then worked for five years as a management consultant with PA Ltd before becoming Managing Director of the heavy engineering company Adamson and Hatchett. His next appointment was as Managing Director of Don International, a major manufacturer of automotive friction materials and components. Dr Brearley is currently Director of Management Development Programmes at Bradford University Management Centre. He also works as chairman and a director of a number of public companies and advises a range of major multinational companies on management development. He holds an MSc in Management Sciences and a Doctorate in Management and Administration. His publications include *Management of Drawing and Design* (Gower, 1975) and *The Control of Staff Related Overheads* (Macmillan, 1976).

*J E Broyles* (Capital Project Planning) lectures in finance at the London Business School. He is the author of two books and numerous articles on financial management, consultant to major companies, banks and H M Treasury and a former Planning Manager at Ludlow Corporation. Dr Broyles is a member of the Board of Editors of the *Journal of Business Finance and Accounting* and is co-editor of *Financial Management Handbook* (Gower, 2nd edition, 1983).

*Tom Carew* (Redundancy and Redeployment) retired from the army as a Lieutenant-Colonel in the 1950s. He then became a boat builder and ran a yacht yard until the demand for wooden-hulled boats fell. In his mid-forties he discovered his hitherto unrecognised talent for selling management consultancy. In 1970 he bought Percy Coutts and Co Ltd before it was widely recognised that executives needed help in marketing themselves. The company survived early financial struggles and, with increasing awareness of the need for the marketing of executives, became the thriving concern of which Tom Carew is now Chairman.

*E S M Chadwick* (Manpower Planning) has had a varied experience in industrial and personnel management and management consultancy at home and abroad. While working as Manager of Manpower Research and Planning for the BP Group he was one of the pioneers of the development of manpower planning in companies. Mr Chadwick is a Fellow of the Chartered Institute of Secretaries and the British Institute of Management. He has published a number of articles and books on manpower planning including a chapter of the *Engineer's Handbook of Management Techniques* (Gower, 1973) and *Integrating Enterprise Manpower Planning with External Manpower Planning and Programmes*, (OECD, 1970).

*Garfield Collins* (Managing the Electronic Office) is a company director whose early career was spent in developing advanced electronic micro-circuit

production methods and industrial process control. He then worked on communications and real time systems for a computer manufacturer before becoming a consultant in information processing, covering a variety of fields at levels from broad strategy to detailed implementation. In his present post Mr Collins' main activities are in the fields of office automation and telecommunications. He has published numerous articles and monographs as well as *Real Time System Design* (McGraw-Hill, 1977), *Database Techniques* (On-line, 1980) and *Structured System Development Techniques* (Pitman, 1982).

*J L Cookson* (Employee Relations) is Principal Lecturer in Labour Law in the Department of Management at Manchester Polytechnic. After graduating in Law from Cambridge University, he spent four years in private legal practice followed by three years in corporate planning overseas. His particular academic interest is in labour law and its impact on industrial relations at organisational level, on which subject he has lectured extensively in both the public and private sectors of industry. Publications include *Handbook of Industrial Relations* (Gower, 1972) and *Encyclopaedia of Personnel Management* (Gower, 1974).

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*J C Craig* (Taxation) is a taxation partner at Thomson McLintock & Co KMG where he deals with both personal and company taxation. He is a Member of the Institute of Chartered Accountants of Scotland and a former convener of its taxation committee.

*Michael Day* (Management Development) is Manager of the Employee Relations Division of BP Oil Ltd. Most of his career has been within the BP Group where he has held a number of posts including those of training officer, personnel manager and internal organisation consultant. While with BP Oil he has previously managed the personnel resources and personnel policies division. Mr Day is a visiting lecturer at the University of Manchester Institute of Science and Technology. He is co-author of several papers and contributed two chapters to *Administration of Personnel Policies* edited by Naylor and Torrington (Gower, 1974).

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*R Dick-Larkam* (Energy Management) retired from BOC Ltd in 1977 where he had held various appointments culminating in Internal Consultancy and Energy Manager for the UK Group of Companies. Mr Dick-Larkam started his career at the National Physical Laboratory and spent the war years as an Engineer Officer in the RAFVR. He worked on engineering development in various companies before joining BOC in 1954. He has lectured on productivity and energy management both within BOC and to many other companies including the Management Centre Europe. His publications include *Profit Improvement Techniques* (Gower, 1973) and *Cutting Energy Costs* (Gower, 1978). Mr Dick-Larkam is a Freeman of the City of London.

*Ken Firth* (Warehouse Operation and Management) started his career in the depot stock control department of a Unilever organisation and, apart from National Service and a period of full-time management studies, has spent the rest of his career in posts associated with storage, handling and distribution. Mr Firth joined the National Materials Handling Centre at Cranfield Institute of Technology in 1971 and combined consultancy work with the setting-up of short in-career courses. He became Assistant Director of the centre in 1975 and is now fully occupied with the in-career educational programme. He has worked on various official committees associated with warehousing and wrote the report on which the HMSO Publication *Materials Handling Costs - A New Look at Manufacture* is based.

*J C Gentles* (The Total Cost Approach to Distribution) is a Principal in the London office of Booz, Allen and Hamilton. Since joining this company he has completed assignments all over the world in such industries as domestic consumer products, automotive supply, aerospace and medical supplies. Previously he was employed by Burroughs Machines Ltd as Senior Production Control Systems Specialist. Prior to this he worked on manufacturing systems for aircraft production for Hawker Siddeley Aviation Ltd.

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*Norman Hart* (Corporate Relations) is Director of the CAM Education Foundation Ltd. His previous career, with several companies, has been mostly in marketing. He is a regular international speaker on marketing, advertising, public relations and education and has written, or contributed to, numerous books on these subjects including *Marketing Handbook* (Gower, 2nd edition, 1981), *Industrial Advertising and Publicity* (ABP, 1978) and *Careers in Marketing, Advertising and Communications* (Heinemann, 1980). Mr Hart is a Fellow of the Institute of Public Relations and has an MSc from the University of Bradford. He also holds several educational appointments.

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*R C Horsley* (International Trade) is a manager at the centre for Physical Distribution Management in London. He has previously worked for ICI Ltd, the Rank Organisation and Fisher Price in posts associated with distribution. Mr Horsley is a Fellow of the British Institute of Management, the Chartered Institute of Transport and the Institute of Physical Distribution Management.

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*Irene Innes* (Salary Management and Wage Management) has spent some twenty years within personnel management. She has an unusually wide background, having worked for organisations such as Wiggins Teape Ltd, the Industrial Society and Reed International. Having reached the top of the personnel tree, she then set up business as an independent industrial relations

## NOTES ON CONTRIBUTORS

consultant specialising in pay policies and job evaluation and works from her home in Wimborne, Dorset. She is also a member of the Central Arbitration Committee as well as being on the ACAS list of single arbitrators and mediators.

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*Colin McDonald* (Market Research) has twenty years' experience of market research on a wide scale in both commercial and social contexts. During this time he has written numerous articles on various aspects of the subject. He is an Oxford graduate and has worked for Reckitt & Sons Ltd and Distillers Co Ltd. Mr McDonald is now Senior Associate Director of the British Market Research Bureau Ltd.

*J Mapes* (Planning for Production) lectures on the quantitative aspects of management at Cranfield School of Management. Earlier in his career he worked for ICI in Productivity Services before taking up a lectureship in the Department of Management at Middlesex Polytechnic. Prior to his present appointment he worked as an internal consultant for Clayton Dewandre Ltd. Mr Mapes holds degrees from Cambridge and Brunel and is joint author of *Model Building Techniques for Managers* (Gower, 1976).

*John Muir* (Employee Benefits) is Associate Consultant with Cockman, Copeman & Partners Limited, Remuneration and Benefits Consultants. He was for some years a full-time official with a white collar trade union before assuming senior industrial relations posts with London Transport and the P & O Shipping Group. He has a Bachelor of Commerce degree from the London School of Economics and is a Fellow of the Institute of Personnel Management. He lectures on employment law and teaches negotiating skills. Mr Muir is the author of *Industrial Relations Procedures and Agreements* (Gower, 1981).

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*R W Rooke* (Insurance of Company Operations) is Insurance Manager of British Gas Corporation. After graduating from Nottingham University, he taught mathematics before joining Atlas Assurance. He then became Insurance Manager of Berk Limited and Thomas De La Rue International Limited. Mr. Rooke is an Associate of the Chartered Insurance Institute, a member of the Association of Insurance and Risk Managers in Industry and Commerce, and a Professional Associate of the Institution of Gas Engineers. He was chairman of the Association's research group which in 1968 investigated the status and techniques of insurance managers.

*F W Rose* (Company Law and Contracts between Companies) is Principal Lecturer in Law at the City of Birmingham Polytechnic and Course Director for the Solicitors' Final Course. Mr Rose has an LIB from Birmingham University and an LIM from King's College, London. He served as Assistant to the Secretary of Associated Iliffe Press Limited before spending a year at the Institute of Actuaries in a similar function. Mr Rose is an Associate of the Chartered Institute of Secretaries and he was called to the bar at Gray's Inn. He is author of *Personnel Management Law* (Gower, 1975) and has had several articles published in the *Legal Executive*.

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*Tessa V Ryder Runtun* (Capital Project Planning) started her career as a patent examiner and then had a spell overseas working as a secretary for the Tea Estates Agency in Sri Lanka. She then spent six years employed as a Financial Analyst by the Rio-Tinto Zinc Corporation. Mrs Ryder Runtun, who was educated at Cheltenham Ladies College, Newnham College Cambridge and the London School of Economics, occasionally lectures on financial analysis at

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*Philip Sadler* (Principles of Management) is the Principal of Ashridge Management College. He started his career in advertising after graduating from the London School of Economics. He then joined the Civil Service where he worked for ten years before moving to the National Economic Development Office. In 1964 he was appointed Director of Research at Ashridge and held this post for four years before becoming Principal. Mr Sadler has published numerous journal articles on management topics and is co-author of *Organisation Development: Case Studies in the Printing Industry* (Longmans, 1970). He is a Companion of the British Institute of Management and President of its Luton Branch and is also on the Executive Committee of the Society for Long Range Planning.

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*E N White (Maintenance)* is a Director and Consultant with M & E White Consultants Ltd. He has held a number of management posts in quality control, product support, customer service and engineering maintenance, and was Managing Director of a technical services company for ten years. He has published many papers and is a frequent lecturer on maintenance management topics in the UK and overseas. He also manages a number of training programmes. His book *Maintenance Planning, Control and Documentation* (Gower, 1974) has become a standard reference work for engineering training.

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*R E Wiggins (Managing Information)* graduated with an honours degree in metallurgy from Nottingham University and subsequently gained post-graduate qualifications in the areas of information science, systems management and computerised information systems. He started his information science career in private industry in the early 1960s, moving thereafter to the British Gas Corporation. He is now responsible for a computer-based information retrieval system in a major British oil company.

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*John Wilson (Security)* is a security adviser and writer, recently retired from his position of Company Security Officer for the IMI Yorkshire Imperial Group

where he held an omnibus remit for advising on all aspects of security policy. A former Detective Chief Inspector and Deputy Head of CID in the Leeds City Police, he is a Fellow and past governor of the Institute of Industrial Security, former National Chairman of the International Professional Security Association and its representative on the Home Office Standing Committee for Crime Prevention from 1975 to 1981. He has been visiting lecturer on security in industry to the Home Office Crime Prevention School at Stafford for the last decade and to management seminars in the UK and abroad. He is co-author of the textbooks for the Institute examinations and a security chapter contributor to other textbooks dealing with management, distribution, administration and computers. With Eric Oliver, Mr Wilson wrote *Practical Security in Commerce and Industry* (Gower, 3rd edition, 1978).

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