Introduction to the Series

The eight books comprising the Macmillan 'Handbooks in Industrial Management' series were from the outset planned as an entity, and together they cover comprehensively yet concisely the varied aspects of knowledge required by those who manage a modern factory or plant. At the same time, care has been taken to ensure that each volume shall be complete in itself, and carry sufficient basic management theory for a proper understanding of its specific subject.

By this means, it has been possible to avoid a common pitfall in the path of many writers on management subjects, namely an attempt to cover all possible ground in one major volume, with varying degrees of success.

By contrast, each author in this series is experienced in the subject of his contribution. A similar pattern has been followed in each book but each bears the stamp of the personality of its author. Well-established principles and tested techniques are explained, but equally new and up-to-date concepts are explored.

It is expected that many practising works managers and mature students will wish to have the whole set on their shelves, but that others will welcome the opportunity of buying single volumes to meet their particular needs.

Thanks are due to the authors for the enthusiasm with which they have joined in the enterprise, and to members of the staff of the Institution of Works Managers for practical support on many occasions.

J. EKINS

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Contents

<i>Introduction to the Series</i>	1
<i>Foreword, by Richard Marsh</i>	9
<i>Acknowledgements</i>	11
1. Introduction	13
Why the fuss?	14
Creating the optimum environment	15
Where power lies	17
What is the proper channel?	17
A rigid or flexible management?	18
Authority and employee relations	19
2. Employee Resourcing	23
The corporate plan	24
Time-scale	24
Profitability	24
Marketing policy	24
Future resources	25
Technological changes	25
Social concern	25
The manpower survey or audit	26
The production survey	27
The hidden deficiency	29
Current management information	30
Labour turnover	30
Termination interviews	32
Transfers	32
Promotions	33
Redundancy or redeployment?	34

Check list and bibliography	34 and 35
3. Recruitment and Selection	36
What does the job involve?	36
Recruitment	39
Company employees	39
Statutory agencies	40
Staffing and selection agencies	40
Press advertising	40
Selection	41
The interview	43
Check list and bibliography	46
4. Training	47
An approach to training	47
Job analysis	48
The learning process	49
The training place and method	51
Instructing	52
Induction training	54
Supervisory training	55
Key results analysis	55
Industrial Training Boards	58
Check list and bibliography	58
5. Motivation	59
The nature of motivation	59
The myth of the 'golden rule'	60
The incentive of the group	61
The incentive of cash earnings	63
The incentive of recognition and achievement	64
A summary of 'needs'	64
Satisfaction and frustration	65
The influence of the working background	67
Management is leadership	68
Check list and bibliography	70
6. Payment	71
Introduction	71

Time-rate systems	73
Payment by results	75
Rate-fixing	81
Measured daywork	82
Universal staff status	85
Check list and bibliography	87
7. Industrial Relations	88
Recognition	89
Shop stewards	90
Management policy	91
Procedure agreements	92
Joint consultation	96
Failure to agree	100
Conclusion	102
Check list and bibliography	103
8. Communication and Consultation	104
The Industrial Relations Act, 1971	106
Management by consent	106
Kinds of communication	107
Methods of communication	109
The informal method	110
Formally structured communication	111
Joint consultation	112
Other methods	116
Direct communication with employees	118
Check list and bibliography	119
9. Welfare	120
Origins	120
Important distinction	120
Counter-productive worry	121
Counselling	122
Requisites for counselling	123
Benefit funds	123
Extra-contractual benefits	123
Deciding on facilities	125
Management involvement essential	126

10. Putting it into Perspective	128
Maximising talents	129
Communication	130
Employee relations	131
<i>Index</i>	135

Foreword

In the world of modern industry, it becomes increasingly necessary for managers to be aware not only of the fundamental principles of good management, but also of the latest techniques necessary for putting those principles into practice

Works managers in particular, because of the salient position which they hold in the management structure of modern industry and their responsibility for translating policy into execution, must be both educated in sound theory and trained in modern methods.

This series of eight books has been designed to provide the basis of that education and to supplement essential experience.

I welcome the opportunity the Institution of Works Managers has been given to sponsor this venture and commend the books to all present and future managers in industry.

RICHARD MARSH

Chairman, British Rail

President, Institution of Works Managers

Acknowledgements

In preparing a book of this nature one is concerned with the manager who is working with and through the shop and office floor. It is from many such managers who have given their time freely for discussion that the authors have drawn the orientation of this work. To nominate any one person as a special contributor would be invidious.

We, and many others in industry, are indebted to the writers whose works are later referred to in the text. If their writings have enabled us to present a more detailed analysis or more relevant approaches to current problems the credit is theirs. Where this result has not been achieved the fault is ours. It is impossible to assess the contribution of one's past colleagues in the development of one's own thinking. We acknowledge our debt to those with whom we have worked both in industry and education and in particular to James Ekins, now of Cranfield Institute of Technology, whose originality and courtesy in argument stimulated and encouraged us both at different stages of work.

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W.M.

A.R.C.