Introduction to the Series

The six 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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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

Preface and Acknowledgements

This book is not intended to be an exhaustive treatise on layout and handling, neither does it propound any new theories or techniques. No attempt is made to describe the different types of materials handling equipment and their uses: there are plenty of publications where this kind of information can be obtained.

The author's intention has been to produce a working handbook for any member of management who shoulders the responsibility for a task in the field of layout and handling. The person concerned may be from line management, administration or advisory services, and he may be working in any industry, but the problems and difficulties which he will encounter are of much the same nature throughout. This is particularly so in relation to building structures, and problems of siting and planning.

The book tries to relate to British practice; readers from other countries may find this parochial, but the main motivation for writing it was the lack of direct information on layout available to the British reader. Many American books deal adequately with the methodology and techniques, but the application is vastly different between the U.S.A. and the U.K.

The book tries to reflect experience, both my own and that of many colleagues and friends in industry and the unions. If it helps to smooth the path of anyone who has set foot upon the uphill and often rough road which leads from an existing to a proposed layout, it will have been worth while. For readers who require more detail on specific subjects, particularly those with a technical content, the bibliography should go some way towards satisfying this.

I should like to thank all those friends and colleagues who have borne with me during the gestation period of this book, with particular thanks to Alan Fields, whose book on method study is referred to, and to Brian Toyn, whose help and experience have been drawn upon in relation to network analysis.

A. W. P.