

Cranfield School of Management

Cranfield Institute of Technology
Cranfield Bedford MK43 0AL England
Telephone National Bedford (0234) 751122
International +44 234 751122
Telex 826559 CITMAN G
Telefax (0234) 751806



**SWP 7/93 THE INTER-RELATIONSHIPS OF MANAGERS'
WORK TIME AND PERSONAL TIME**

PROFESSOR COLIN FLETCHER
University of Wolverhampton

RUTH HIGGINBOTHAM
Cranfield School of Management

and

PETER NORRIS
Cranfield School of Management

The Cranfield School of Management Working Papers Series has been running since 1987, with approximately 350 papers so far from the seven academic groups of the School: Enterprise; Finance, Accounting and Economics; Human Resources; Information Systems; Marketing and Logistics; Operations Management; and Strategic Management. Since 1992, papers have been reviewed by senior members of faculty before acceptance into the Series. A list since 1991 is included at the back of this paper.

For copies of papers (up to three free, then £2 per copy, cheques to be made payable to the Cranfield School of Management), please contact Mrs Val Singh, Research Administrator, at the above address.

Copyright: Fletcher, Higginbotham and Norris, 1993

ISBN 1 85905 007 7

THE INTER-RELATIONSHIPS OF MANAGERS' WORK TIME AND PERSONAL TIME

Colin Fletcher
University of Wolverhampton, UK

Ruth Higginbotham
Cranfield School of Management, UK and

Peter Norris
Cranfield School of Management, UK

Keywords

Management development, Personal development, Working hours, Non-work activities, Time management

Abstract

Three types of links between leisure and work activity have been proposed (Wilensky, 1960), compensation, spillover and segmental participation. A 1992 survey examines the links which can be made within data from 301 managers. There is evidence to support the view that segmental participation is the main link and that compensation and spillover are the minor links. Analysis of the percentages, modes and correlations all suggest that independent management development is edged to the margins by each link and in distinctive ways.

Introduction

This paper aims to build upon Wilensky's [1] exploration of the links between work and non-work activities. Wilensky defined three such links as being compensation, spillover and segmental participation. **Compensation** suggests that work and leisure activities are alternatives in that unhappiness at work leads to increasing involvement and absorption in non-work activities. **Spillover** suggests that work extends further and further into what might otherwise be leisure time and thereby displaces non-work activities. **Segmental participation** suggests that work time and leisure time are kept distinctly separate and so there is neither compensation nor spillover; that is, leisure activities do not extend to the limits available and work does not extend into and displace leisure.

We report on a 1992 survey about the time which managers spend on work and non-work activities. There have been few empirical studies of how managers spend their time and even fewer which include opinions either on how time is spent or feelings about the time expenditure involved.

There has been some discussion on the time which managers spend working. One USA study in 1989 [2] showed that 72.4% take work home daily. 66% worked longer hours than the company's designated working week, much of this work (69%) involving reading. Liou et al, 1990 [3] looked at the relationship between job satisfaction and 'extra-work' satisfaction, defining the nine life-satisfaction variables as: friendship, family, hobbies, job satisfaction, where people live, whether or not they have a happy or a dull life, health, physical fitness and overall life satisfaction. They showed that general life satisfaction was significantly related to job satisfaction. In effect, this is an analysis which would point towards spillover.

Lippitt, 1990 [4] highlighted the difficulty in integrating personal and professional working life. He claimed that the most effective solution was to develop harmony between work and social identity, culminating in some form of self-integration. The key factors influencing the ability to respond to growth opportunities include: mobility readiness, anticipation of chance, life/career planning, visibility opportunities, flexibility, a survivor attitude and beliefs/values. Lippitt's work would seem to depend upon segmental participation as being significant.

Survey

Our study did not enter into the empirical question of what managers do at work, (Hayes [5]). The prime concern is to explore the balance between organisational variables (Storey [6], /2, op. cit. p6) and personal variables. This consideration of managers' work and leisure activities was intended to permit data to emerge which would be indicative of all three types of links: extensive and compensatory leisure, extensive and invasive work and work and leisure being held in near water tight compartments. All three types of links assume that managers are actively engaged in self-development, which is simultaneously a part of and apart from their development as managers.

The project was also designed to test the hypothesis that managers are working increasingly longer hours and therefore do not have sufficient time to engage in either personal development activities or to assist in those of their colleagues. In Wilensky's terms, there is less opportunity for compensation and more pressure for spillover and segmental participation. Managers' attitudes towards their personal development are seen as the mediating mechanisms which become vital in combining both individual and employer needs. Each type of link therefore has important implications for management development.

Managers who had participated in the School of Management's general management programmes and in-company programmes over the last three years, were contacted. 549 questionnaires were sent out and 301 managers responded, a response rate of 55%. This large database enables a review of the time managers spend each week on various activities.

Details were sought on the role and the person, their employing organization, their work hours and holidays and the hours which they spend on a range of 'life-satisfiers' (op. cit. Liou). Attention was then focussed on open-ended questions in defining personal development. The questionnaire was piloted and revisions made, based on the comments and advice of both tutors and researchers at the School of Management ¹

The statistics derived from the questionnaire ² indicate:

- 1) the broad proportions and fractions of time spent
- 2) the most common amount of time spent on any activity, thus using the mode
- 3) the composite picture which can be derived from the proportions and most frequently recurring amounts of time spent.

It would certainly appear that many managers work long hours. Only 9.6% reported working fewer than 40 hours a week. 16.7% work between 40 and 44 hours, 31.9% between 45 and 49 hours and 41.9% work 50 hours or more. Indeed the mode was 27.5% working 50 hours per week. Overall the mean was 46.1 hours a week and the standard deviation was 9.4 hours. The mean produces an average of 9.5 hours in a five day week.

Even so, over 70% of managers (71.1%) worked at home in the evenings for a minimum of 1 hour and a maximum of 20. The average was 2.91 hours and the standard deviation was 3.03 hours. The mode was 5 hours (13.9%). Adding the two modes together, 50 hours at work and 5 hours of weekday evenings, it is not surprising that 91% did not work at home during the weekend. Those who did, however, worked up to an additional 15 hours - or two further full time days.

¹ Will Slee, Andrew Norton, Alison Mulock, Penny Harvey, Keith Patching, Sally Butler, Andrew Myers and Andy Bailey, all of whose contributions are gratefully acknowledged.

² We used the VAX for Pearson Product Moment Correlation Co-efficients, then proceeded to principal components analysis without rotation.

The pattern then is long hours during the week 'spilling over' to evening work, but there is a cut off, a 'segmenting' at the weekends. There would seem to be little time - after a total of a 10.5 hour day for leisure, allowing for travelling, eating and sleeping. There is, too, a broad range of leisure choices (please see Table One).

Insert Table One here

A) Family. 10% are 'family-free', that is currently independent, and for the remainder there is a very substantial range of time spent with family. The mode is 10 hours per week. Over the week this could mean a mix of breakfast and evening meals spent with the family, but the range seems to indicate that there is a relatively small proportion of managers who spend a far higher amount of time with their family, as signified by the fact that 10% indicated nearly 20 hours and 3% nearly 30 hours. It is also noteworthy from these data, that round figures (10, 20, 30) were often chosen as a base point by respondents.

B) Sport. One third have no sporting interest(s) and the data bunches between 1-4 hours which would suggest that the majority engage in a sport each week (whether this was cricket/badminton/golf etc. was not sought). There is also a very small minority of 'active' sports people (5%) who spend 10 hours or more, which probably means a number of evenings or a whole day at the weekend.

C) Cookery. Half do not cook, but, interestingly, nearly one fifth (19.5%) certainly prepare at least one meal, if not two or more.

D) Gardening. One fifth do no gardening and of the four fifths who do, there would again seem to be time allotted in the sense of number of hours dedicated to weeding, mowing lawns etc., with a small, but significant, proportion (1/10) having gardening as an active and continuous hobby (more than 5 hours).

E) DIY activity has a similar structure to gardening. Again a quarter do not engage and three quarters spend one or two hours, which is more like remedial and crisis management DIY than handicraft.

F) Needlecraft. One person spent one hour per week.

(Please see Table 2.)

Insert Table 2 here

G) Reading/writing/drawing. One tenth do not read or write in an average week, but the mode is higher at four hours. The spread is much greater towards the upper figures, so as we move towards 10 hours, there is still quite a substantial percentage of people reading, writing and drawing (36.7%).

H) Watching TV. 95% watch TV and the average is 10 hours per week. That is the same as time spent with the family (though not necessarily concurrently). There is a clear pattern of time spent from 1-15 hours per week, whilst the mode (6-7) would suggest 1 hour per day, which could imply that these managers watch 'on average' the news and at least one programme per day.

I) Further study. Three quarters do not engage in further study and of those who do, the majority spend 1-3 hours. For the vast majority then, further study is not a serious endeavour, but there is a very small proportion of people who are dedicated to spending large amounts of time on it (10+ hours for 2.5%).

J) Cinema/theatre. Two thirds do not visit the cinema or the theatre during the week and 1-2 hours accounts for a quarter of the total, data which would suggest one visit per week.

K) Household duties. One quarter do not fulfil any household duties. The mode is two hours per week, which suggests a household 'shift pattern', of 'doing the washing up' or 'emptying the bins' variety. Yet there is a further significant group who spend five hours per week on household duties, which suggests the undertaking of 'regular chores'.

L) Gaining qualifications. A small minority (10%) engage in this and, in so doing, still spend a relatively small amount of time. Only one or two people spend more than six hours gaining qualifications.

M) Community/voluntary service. Four fifths do not so engage, 1-2 hours is the mode, which gives a meeting a week in that respect.

In testing Wilensky's propositions, it is appropriate, 1) to consider the strength and significance of correlations, 2) the pattern of bunching and clustering that comes from interpreting the mode and 3) inferences which are possible from both large minorities and very small minorities.

The relationship between the hours worked and the correlations between the increase in the number of hours and the increase in other features appears in Table 3. This table relates the person and their work with leisure activities and attitudes.

Insert Table 3 here

If we take the number of hours worked in relation to the number of hours worked at home and at the weekend, the correlation is $(-.195)^3$, which supports segmental participation. This initial impression is further supported by the strong negative correlation between the number of hours worked at home during the day and the number of hours worked at work $(-.36)$ which is again further supported by the $(-.18)$ correlation between hours worked at home during the day and in the evening.

Support for spillover does however come in the $(.32)$ correlation between taking work home in the evenings and at weekends. There is some underlining of the significance of spillover by the clear negative correlation between the number of hours worked at home in the evening and the amount of time spent socializing $(-.184)$ as well as the number of hours spent working at home at the weekend and socializing $(-.197)$.

There is some support then, for both segmental participation and spillover. With respect to segmental participation, holiday entitlement seems to be a very important factor because the more holidays to which people are entitled, the more they actually take, so, on the whole, people are not foregoing holidays, as the correlation is $.448$. So too, the more holiday they take, the more time they spend with their

³ For 301 cases a two-tailed test of significance at .01 is .118 and at .001 is .236.

family (.234) and the more time they spend on holiday in general, the more time they spend on socializing in general (.12).

In this survey there were 22 female managers. There were also relatively few gender differences except that women play sports for up to 6 hours, but no more than that and very few do either DIY (4) or voluntary service (2). Accordingly we have felt it possible to use the term manager in a 'gender-free' way, specifically with regard to the 'trade-offs with time' with which we are concerned.

What then about the relations between the various activities themselves? (Please see Table 4.)

Insert Table 4 here

Is it the case that if a manager does more of one thing, they would also do more of another, a possibility which may infer support for compensation? There are some interesting insights in this respect. For example, the more time spent with the family, the more time on qualifications increases (.145), which says something about the stage in the family cycle at which people pursue qualifications, at a relatively intense family period, bearing in mind that age and the pursuit of qualifications is strongly negatively correlated.

Age is a fascinatingly strong predictor in a number of respects. The greater the age, the less the concern to achieve qualifications (-.162), the greater the concern for socializing (.193), for voluntary work (.181) and, where probability virtually becomes certainty, the greater the age, the greater the gardening activity (.331).

There is a further group of correlations with sport, as the more time people play sport, the more time they socialize (.144), the more time they spend on voluntary service (.56) and the less time they would like to spend on cinema and theatre. This may tentatively be regarded as an active, or 'outward-going' element, supporting compensation. In contacts, there may also be an 'inward-looking', 'indoor sport' element, as the more time spent on cooking, the more time spent on household duties (.19) and the more time people spend on cookery, the more time they would like to spend on cookery (.192). A further element is around watching TV, because watching TV correlates with spending more time on household duties (.189) and on socializing (.148), though how they manage to do the two at the same time is a

mystery (shouting over the TV?). But they do spend less time on community service (-.154). Household duties again is an interesting focus which has already been identified through cookery, because the inclination to household duties is correlated significantly with cookery (.19), DIY (.22), reading (.18) and watching TV (.19).

There is a further set of correlations, namely the pressures whereby people want to do more or less and on what kind of basis (these were the tensions referred to earlier). These correlations would suggest some dedication to segmental participation. If the really strong correlations are considered, then wishing to do more voluntary service correlates with wanting to do more sport (.156) and spending more time reading/writing and drawing (.121). In this respect, these data suggest groupings amongst the segments.

Four elements of segmental participation are suggested by the data: that centred upon an increased commitment to voluntary service, that on more time spent on household duties, that correlated with more time gaining qualifications and a final element correlated with more time in aesthetic pursuits (cinema/theatre, further study, reading and drawing). If all of the modes were applicable to all of the participants, half of these managers' waking but non-working time remains unaccounted for. One interpretation could be that some non-working time is specifically allocated as 'quality time' and that there is then a reserve of non-allocated time, which can be drawn upon. We would call this a 'segmental reserve' to distinguish it from 'segmental participation'.

Were each manager to fulfil or to engage in the modal pattern, then these managers spend the largest amounts of their 'own time' with their family and watching TV. They do perhaps spend more time reading than might be thought, but with regard to all other activities, then it is probably a 'discrete chunk of time' during the week when they garden or do DIY, or play sport, or visit the cinema, or undertake household duties. Time seems to be apportioned, so that each activity has some engagement. There may well be explicit time allocations which protect non-work time.

Finally the exceptions which can be found in Tables 1 and 2 do provide evidence which supports all these types of links, that is an overall pattern of segmental participation within which there is also a little compensation and rather more spillover. Compensation probably occurs mostly with families (13% spending more

than 20 hours), gardening (8.3% spending more than 5 hours) and sport (5% spending more than 10 hours). Compensation most probably produces a concentration of leisure into relatively few areas of leisure activity. So too, does spillover - even in small spillages, thus the high percentages of no time at all being spent on qualifications (91.5%), voluntary service (79.4%), further study (73.4%) and cinema/theatre (63.1%) do suggest a contraction of and concentration within the range of leisure activities.

Conclusion

There is evidence to support Wilensky's three types of concepts although spillover has less support than might have been expected. When managers take work home in the evenings, they do so at weekends too and their social life is significantly affected. Spillover is, however, generally being resisted through segmental participation; either by restricting waking hours so that the same amount of work takes place regardless of whether at home or work or by maximizing holiday entitlements - by 'filling up' those entitlements with booked holidays, 'family time' or socializing. In general too, the greater the age, the greater the compensation through either social time, whether it be with friends or family or in gardening. Beyond these times and in addition to them, there are both more deliberately people-related activities such as sport and voluntary service and more private indoor household 'duties' such as DIY, reading and watching TV.

When management development is related to managers' work-leisure patterns, the results are thought-provoking. Involved in the original hypothesis was the possible exclusiveness of taking work home in the evenings and at weekends. This 'spillover' probably means that those who do are 'fully-loaded' or even 'overloaded'. Data supporting segmental participation also strongly suggested a 'people orientation' (being with family and friends or just away on holiday), which resists any further encroachment of work-related matters. Only through 'compensation' was there scope for self-directed management development whether with those at the lower end of the age range or those who have already a clutch of indoor interests such as DIY, reading and watching TV.

There is some scope in the four hours of reading and ten hours of watching TV for the self-directed personal development of managers. However, the strength of segmental participation and compensation makes it unlikely that such activity is more than a 'small slot' in a large set of such slots or allocations.

In brief, there are three kinds of 'busyness' which largely squeeze out any independent or self-directed management development. Segmental participation is a pattern of many small pieces in which no activity is given a great deal of time. Compensation is the firm concentration on a small number of home based activities which have particularly high priorities. Spillover excludes self-directed management development by also severely restricting the range of activities. All three types of links, with their own distinctive balances of quality and quantity, do seem to push independent management development out to a minority and marginal pursuit. The implications are that the personal development of managers has to be in 'company time' if it is to occur at all.

REFERENCES

- 1) Wilensky, H.L., "Work, careers and social integration", *International Social Science Journal*, No. 12, 1960, pp. 543-60.
- 2) "How corporate America takes its work home: part one", *Modern Office Technology*, Vol. 34 No. 7, pp. 49-58.
- 3) Liou, K-T., Sylvia, R.D. and Brunk, G., "Non-work factors and job satisfaction revisited", *Human Relations*, Vol. 43 No. 1, 1990, pp. 77-86.
- 4) Lippitt, G.L., Integrating personal and professional development, *Training and Development Journal*, Vol. 34 No. 5, 1980, pp. 34-41.
- 5) Storey, J., "Management development: a literature review and implications for future research, part one", *Personnel Review*, Vol. 18 No. 6, pp. 3-19 and Storey, J., "Management development: a literature review and implications for future research, part two", *Personnel Review*, Vol. 19 No. 1, pp.3-11.

T A B L E S

Table 1. Number of hours spent per week (on average) on non-work activities (percentage)

Managers' activities						
No. of hours	Family	Sport	Cooking	Gardening	DIY	Needle-crafts
0	9.6	35.1	53.7	21.6	27.7	99.6
1	1.4	8.9	9.6	17.4	19.2	0.4
2	6.4	15.7		23.4	19.9	
3	4.6	11.4		9.2	7.1	
4	7.4	10.7	6.0	12.5	9.6	
5	7.4	4.3	3.9	6.7	6.8	
6	3.9	4.3	1.1	2.5	1.4	
7	3.5	0.7	1.1	1.8	1.1	
8	7.8	1.8	0.7	1.8	2.1	
9	0.4	0.7				
10	14.5	4.6	0.7	0.7	0.4	
11						
12	4.6	0.7			0.7	
13	0.7					
14	2.8					
15	4.3		0.4	0.4	0.4	
16	0.4				1.8	
17					1.1	
18				0.4	0.4	
19	0.4					
20+	18.4			0.7		
Missing	0.4	1.1	0.4	0.4	0.4	

Table 2. Number of hours spent per week (on average) on non-work activities (percentage).

Managers' activities							
No. of hours	Reading/ writing/ drawing	Watching TV	Further study	Cinema/ theatre	House- hold duties	Gaining qualifi- cations	Voluntary service
0	11.7	5.0	73.4	63.1	23.0	91.5	79.4
1	8.9	1.1	5.3	16.7	8.9	1.4	3.5
2	13.2	7.1	8.9	10.6	20.9	1.4	3.5
3	10.0	5.0	3.9	3.2	8.2		2.5
4	13.9	5.0	0.7	1.4	9.9		3.5
5	9.3	6.7	2.1	3.5	10.6	1.1	1.8
6	7.5	6.7	1.1	0.4	5.3	1.4	0.4
7	6.4	3.9	0.4		2.5		0.4
8	4.6	9.2	0.4		4.3		0.4
9	0.7						
10	8.2	23.0	1.8		0.4	0.7	
11							
12	1.4	6.0	0.4	0.4	0.7		
13							
14		5.0	0.4	0.4			
15		6.7		1.2			
16		0.4					
17		0.4					
18							
19							
20+	3.9		0.4				
Missing	0.8		0.4	0.4			

Table 3. Correlation matrix: hours worked and where.

	Hours worked at work	Hours worked at home-day	Hours worked at home-evenings	Hours worked at home-weekends
Hours worked at home-day	-.360			
Hours worked at home-evening		-.180		
Hours worked at home-weekends	-.195		.322	
Socializing			-.184	.170
More time for qualifications			-.153	

Table 4. Correlation matrix: background/organizational variables and non-work activities.

	Age	Size of organization	No. of people managed
Gardening	.331		
Socializing	.193		
Qualifications	-.162		
Voluntary work	.181		
No. of holidays taken		.227	
More time for DIY		.153	
Needlework			.153
Attitude to work			.192

CRANFIELD SCHOOL OF MANAGEMENT
WORKING PAPER SERIES
List No 5, 1991

- SWP 1/91 Colin Barrow
"How Green are Small Companies? A Survey
by Cranfield School of Management"
- SWP 2/91 Graham Clark
"Strategies for Product and Customer Support
- A Research Report"
- SWP 3/91 David Parker
"Tackling Tax Evasion in the UK"
- SWP 4/91 John McGee and Susan Segal-Horn
"Strategic Space and Industry Dynamics: The
Implications for International Marketing
Strategy"
- SWP 5/91 Chris Brewster
"Culture: The International Dimension"
- SWP 6/91 Chris Brewster and Helen Peck
"Management Changes in China and Eastern
Europe: Dubious Parallels"
- SWP 7/91 Keith Ward, Sri Srikanthan, Richard Neal
"Marketing Investment Analysis: The Critical
Success Factors for Financially Evaluation and
Effectively Controlling Marketing Investment
Decisions."
- SWP 8/91 Andy Bytheway and Bernard Dyer
"Electronic Data Interchange: Persuading
Senior Management"
- SWP 9/91 Alan Warr
"Strategic Opportunities and Information
Systems Management"
- SWP 10/91 Alan Warr
"Bridging the Gap - Implementing Information
Systems Strategies"
- SWP 11/91 Alan Warr
"Mapping the Applications Portfolio onto the
Projects Portfolio"
- SWP 12/91 Siobhan Alderson & Andrew Kakabadse
"The Top Executive Competencies Survey - A
Literature Review"
- SWP 13/91 Mike Sweeney
"Determining a Technology Strategy for
Competitive Advantage"
- SWP 14/91 Len Holden and Helen Peck
- SWP 15/91 Robert Brown & Andy Burnett
"Do we need Enterprising Graduates?"
- SWP 16/91 Ian Oram & Clare Tagg
"Using an IS Strategic Model to give a
Strategy for Teaching IS"
- SWP 17/91 Len Holden
"Employee Communications in Europe"
- SWP 18/91 Susan Segal-Horn
"The Globalisation of Service Industries"
- SWP 19/91 David Ballantyne
"Coming to Grips with Service Intangibles,
using Quality Management Techniques"
- SWP 20/91 Colin Armistead
"Resource Productivity in the Services Sector"
- SWP 21/91 David Parker & John Burton
"Rolling back the State? : UK Tax and
Government Spending Changes in the 1980s"
- SWP 22/91 Simon Knox & David Walker
"Involvement, Cognitive Structures and Brand
Loyalty: The Empirical Foundations for a
Unifying Theory"
- SWP 23/91 David Ballantyne
"Internal Marketing, Collaboration and
Motivation in Service Quality Management"
- SWP 24/91 Chris Brewster
"Starting again: Industrial Relations in
Czechoslovakia"
- SWP 25/91 Cliff Bowman & Gerry Johnson
"Surfacing Managerial Patterns of Competitive
Strategy: Interventions in Strategy Debates"
- SWP 26/91 Malcolm Harper
"Cooperatives and Other Group Enterprises:
What are the Critical Factors for Success? A
Survey of Informed Opinion."
- SWP 27/91 Mike Sweeney
"The Strategic Management of Manufacturing:
From Waste to Haste"
- SWP 28/91 Mike Sweeney
"How to Achieve Competitive Edge by
Simultaneous Process Engineering"
- SWP 29/91 Mike Sweeney
"Towards a Unified Theory of Strategic
Manufacturing Management"

- SWP 30/91 David Ballantyne, Martin Christopher & Adrian Payne
"The Pathology of Company-Wide Quality Initiatives: Seven Prescriptions for Failure"
- SWP 31/91 Martin Christopher, Adrian Payne & David Ballantyne
"Relationship Marketing: Bringing Quality, Customer Service and Marketing Together"
- SWP 32/91 Mike Fleming & Joe Nellis
"The Development of Standardised Indices for Measuring House Price Inflation Incorporating Physical and Locational Characteristics"
- SWP 33/91 Cliff Bowman
"Charting Competitive Strategy"
- SWP 34/91 Roland Calori, Gerry Johnson & Philippe Sarnin
"French and British Top Managers' Understanding of the Structure and the Dynamics of their Industries: A Cognitive Analysis and Comparison"
- SWP 35/91 Michael Sweeney
"Manufacturing-Led Competitiveness: Use Maths not Myths"
- SWP 36/91 Robert Brown, Andrew Norton & Bill O'Rourke
"Case Study - Beverley plc"
- SWP 37/91 Malcolm Harper & John Hailey
"Management Development for Enterprise Promotion: Non-Governmental Organisations and the Development of Income Generating Enterprise"
- SWP 38/91 Shaun Tyson & Noeleen Doherty
"The Redundant Executive: Personality and the Job Change Experience"
- SWP 39/91 Yochanan Altman
"On Managing Volunteers - Absence of Monetary Compensation and its Implication on Managing Voluntary Organisations: The Issues of Motivation, Control and Organisational Structure."
- SWP 40/91 David Parker
"Privatisation Ten Years On: A Critical Analysis of its Rationale and Results."
- SWP 41/91 Ian Oram
"Implications of an IS Strategic Model for IS Development"
- SWP 42/91 Shaun Tyson
"1992: An Investigation of Strategies for Management Development"
- SWP 43/91 Malcolm McDonald
"The Changing Face of Marketing"
- SWP 44/91 Malcolm McDonald
"Teaching by Degrees"
- SWP 45/91 Malcolm McDonald & John Leppard
"Marketing Planning and Corporate Culture"
- SWP 46/91 Colin Barrow & Andy Burnett
"The Single Market and Small Growing Companies in the UK: A Survey by Cranfield School of Management"
- SWP 47/91 Colin Barrow
"Key Staff Recruitment in Small Firms in the UK: A Survey by Cranfield School of Management"
- SWP 48/91 Yochanan Altman
"Organisational Consultancy and Clinical Psychology - The Meeting of Two Worlds"
- SWP 49/91 John Hailey & Jon Westborg
"A New Role for Development Agencies: Non-Government Organisations and Enterprise Development"
- SWP 50/91 Paul Burns & Christine Choisne
"The Attitudes of Small and Medium-Sized Companies in Britain and France to the Business Environment in the First Half of 1991"
- SWP 51/91 Paul Burns
"The European Market"
- SWP 52/91 Shailendra Vyakarnam
"The Mismatch between Academic and Practitioner Constructs of Ethics : Implications for Business Schools"
- SWP 53/91 Cliff Bowman
"Managerial Perceptions of Porter's Generic Strategies"
- SWP 54/91 Adrian Payne and Flemming Poufelt
"Increasing the Effectiveness of Mergers and Acquisitions within the Management Consulting Industry"
- SWP 55/91 John Hailey
"The Small Business Sector in Developing Economies"

SWP 56/91 Colin Armistead & Graham Clark
"Capacity Management in Services and the
Influence on Quality and Productivity
Performance"

SWP 57/91 Colin New
"World Class Manufacturing versus Strategic
Trade Offs"

SWP 58/91 Colin Armistead & John Mapes
"Supply Networks and the Changing Role of
Operations Managers"

SWP 59/91 Brett Collins & Adrian Payne
"Internal Services Marketing"

SWP 60/91 Andrew Myers, Mairi Bryce & Andrew
Kakabadse
"Business Success and 1992: The Need for
Effective Top Teams"

SWP 61/91 Malcolm McDonald
"Strategic Marketing Planning: A State of the
Art Review"

SWP 62/91 Malcolm McDonald
"Excellent Selling can Seriously Damage a
Company's Health"

SWP 63/91 Graham Clark & Colin Armistead
"After Sales Support Strategy: A Research
Agenda"

SWP 64/91 Graham Clark & Colin Armistead
"Barriers to Service Quality: The Capacity,
Quality, Productivity Balance"

SWP 65/91 Ariane Hegewisch
"European Comparisons in Rewards Policies:
The Findings of the First Price
Waterhouse/Cranfield Survey"

SWP 66/91 Andy Bailey & Gerry Johnson
"Perspectives of the Process of Strategic
Decision-Making"

SWP 67/91 Collin Randlesome
"East German Managers - From Karl Marx to
Adam Smith?"

SWP 68/91 Paul Burns & Christine Choisine
"High Performance SMEs: A Two Country
Study"

SWP 69/91 David Parker
"Ownership, Managerial Changes and
Performance"

SWP 70/91 Graham Elkin (Visiting Fellow)
"Socialisation and Executive MBA
Programmes"

SWP 71/91 Shai Vyakarnam
"The New Europe from the Third World"

SWP 72/91 John Hailey
"Small Business Development in the
Developing World: An Overview of
Contemporary Issues in Enterprise
Development"

SWP 73/91 Paul Burns
"Training Within Small Firms"

SWP 74/91 Paul Burns & Christine Choisine
"High Performance SMEs in Britain and
France: Strategies and Structures"

SWP 75/91 Robert Brown et al
"UK Tax Implications for the Small Business"

SCHOOL WORKING PAPERS LIST NO 6, 1992

SWP 1/92 Mike Sweeney
"How to perform simultaneous process
engineering"

SWP 2/92 Paul Burns
"The Management of General Practice"

SWP 3/92 Paul Burns
"Management in General Practice: A Selection
of Articles"

SWP 4/92 Simon Knox & David Walker
"Consumer involvement with grocery brands"

SWP 5/92 Deborah Helman and Adrian Payne
"Internal marketing: myth versus reality?"

SWP 6/92 Leslie de Chernatony and Simon Knox
"Brand price recall and the implications for
pricing research"

SWP 7/92 Shai Vyakarnam
"Social Responsibility in the UK Top 100
Companies"

SWP 8/92 Susan Baker, Dr Simon Knox and Dr Leslie
de Chernatony
"Product Attributes and Personal Values: A
Review of Means-End Theory and Consumer
Behaviour"

- SWP 9/92 Mark Jenkins
"Making Sense of Markets: A Proposed Research Agenda"
- SWP 10/92 Michael T Sweeney and Ian Oram
"Information Technology for Management Education: The Benefits and Barriers"
- SWP 11/92 Keith E Thompson (Silsoe College)
"International Competitiveness and British Industry post-1992. With Special Reference to the Food Industry"
- SWP 12/92 Keith Thompson (Silsoe College)
"The Response of British Supermarket Companies to the Internationalisation of the Retail Grocery Industry"
- SWP 13/92 Richard Kay
"The Metaphors of the Voluntary/Non-Profit Sector Organising"
- SWP 14/92 Robert Brown and Philip Poh
"Aniko Jewellers Private Limited - Case Study and Teaching Notes"
- SWP 15/92 Mark Jenkins and Gerry Johnson
"Representing Managerial Cognition: The Case for an Integrated Approach"
- SWP 16/92 Paul Burns
"Training across Europe: A Survey of Small and Medium-Sized Companies in Five European Countries"
- SWP 17/92 Chris Brewster and Henrik Holt Larsen
"Human Resource Management in Europe - Evidence from Ten Countries"
- SWP 18/92 Lawrence Cummings
"Customer Demand for 'Total Logistics Management' - Myth or Reality?"
- SWP 19/92 Ariane Hegewisch and Irene Bruegel
"Flexibilisation and Part-time Work in Europe"
- SWP 20/92 Kevin Daniels and Andrew Guppy
"Control, Information Seeking Preference, Occupational Stressors and Psychological Well-being"
- SWP 21/92 Kevin Daniels and Andrew Guppy
"Stress and Well-Being in British University Staff"
- SWP 22/92 Colin Armistead and Graham Clark
"The Value Chain in Service Operations"
- SWP 23/92 David Parker
"Nationalisation, Privatisation, and Agency Status within Government: Testing for the Importance of Ownership"
- SWP 24/92 John Ward
"Assessing and Managing the Risks of IS/IT Investments"
- SWP 25/92 Robert Brown
"Stapleford Park: Case Study and Teaching Notes"
- SWP 26/92 Paul Burns & Jean Harrison
"Management in General Practice - 2"
- SWP 27/92 Paul Burns & Jean Harrison
"Management in General Practice - 3"
- SWP 28/92 Kevin Daniels, Leslie de Chernatony & Gerry Johnson
"Theoretical and Methodological Issues concerning Managers' Mental Models of Competitive Industry Structures"
- SWP 29/92 Malcolm Harper and Alison Rieple
"Ex-Offenders and Enterprise"
- SWP 30/92 Colin Armistead and Graham Clark
"Service Quality: The Role of Capacity Management"
- SWP 31/92 Kevin Daniels and Andrew Guppy
"Stress, Social Support and Psychological Well-Being in British Chartered Accountants"
- SWP 32/92 Kevin Daniels and Andrew Guppy
"The Dimensionality and Well-Being Correlates of Work Locus of Control"
- SWP 33/92 David Ballantyne, Martin Christopher, Adrian Payne and Moira Clark
"The Changing Face of Service Quality Management"
- SWP 34/92 Chris Brewster
"Choosing to Adjust: UK and Swedish Expatriates in Sweden and the UK"
- SWP 35/92 Robert Brown, with Peter Cook et al
"Goldsmiths Fine Foods - Case Study and Teaching Notes"
- SWP 36/92 Mike Sweeney
"Strategic Manufacturing Management: Restructuring Wasteful Production to World Class"

- SWP 37/92 Andy Bailey & Gerry Johnson
"An Integrated Exploration of Strategic Decision-Making"
- SWP 38/92 Chris Brewster
"European Human Resource Management: Reflection of, or Challenge to, the American Concept"
- SWP 39/92 Ute Hanel, Kurt Volker, Ariane Hegewisch and Chris Brewster
"Personnel Management in East Germany"
- SWP 40/92 Lawrence Cummings
"Logistics goes Global - The Role of Providers and Users"
- SWP 41/91 Roger Seaton & Martin Cordey-Hayes
"Interactive Models of Industrial Technology Transfer: A Process Approach"
- SWP 42/92 Susan Segal-Horn
"The Logic of International Growth for Service Firms"
- SWP 43/92 Mike Sweeney
"Benchmarking for Strategic Manufacturing Management"
- SWP 44/92 Paul Burns
"Financing SMEs in Europe: A Five Country Study"
- SWP 45/92 Robert Brown
"The Graduate Enterprise Programme - Has it been Worthwhile?"
- SWP 5/93 Kevin Daniels, Leslie de Chernatony & Gerry Johnson
"Validating a Method for Mapping Managers' Mental Models of Competitive Industry Structures"
- SWP 6/93 Kevin Daniels & Andrew Guppy
"Occupational Stress, Social Support, Job Control and Psychological Well-Being"
- SWP 7/93 Colin Fletcher, Ruth Higginbotham and Peter Norris
"The Inter-Relationships of Managers' Work Time and Personal Time"
- SWP 8/93 Mike Sweeney
"A Framework for the Strategic Management of both Service and Manufacturing Operations"
- SWP 9/93 Colin Armistead and Graham Clark
"The 'Coping' Capacity Management Strategy in Services and the Influence on Quality Performance"
- SWP 10/93 Ariane Hegewisch
"Equal Opportunities Policies and Developments in Human Resource Management; A Comparative European Analysis"
- SWP 11/93 Paula Stanley
"Service to the Courts: The Offender's Perspective"

CRANFIELD WORKING PAPERS
List No 7, 1993

- SWP 1/93 John Mapes
"The Effect of Limited Production Capacity on Safety Stock Requirements for Periodic Review Inventory Systems"
- SWP 2/93 Shai Vyakarnam & Alison Rieple
"Corporate Entrepreneurship: A Review"
- SWP 3/93 Cliff Bowman & David Faulkner
"Pushing on a String: Uncertain Outcomes from Intended Competitive Strategies"
- SWP 4/93 Susan Baker & Mark Jenkins
"The Role of Values in the Design and Conduct of Management Research: Perspectives on Managerial and Consumer