

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 the enterprise, and to members of the staff of the Institution of Works Managers for practical support on many occasions.

J. EKINS

**MACMILLAN HANDBOOKS IN INDUSTRIAL
MANAGEMENT**

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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

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V. G. P.