

Henley: The Management College

Introduction

The Management College at Henley was founded in 1946. It was established under the name "Administrative Staff College". At that time this was an appropriate title because administration was defined as the highest form of management. Over the years, it has become known as Henley. The College is the longest established management school in Europe and the seed-bed for many developments in management education in the U.K. and the rest of the world. Many thousands of senior managers from industry, commerce, financial institutions and the public service and from all over the world have attended Henley courses.

Policy and Philosophy

The development of managers involves many facets such as varied job experience, job rotation in line and staff positions and overseas postings; but management education is an indispensable element in the process.

The function of Henley is the education of managers for future responsibilities - a formidable undertaking since it attempts to interpret the future in the light of present knowledge. *Nevertheless the College aims to play its vital part in producing managers who will run efficient effective and profitable enterprises.*

The pace and nature of change make it unwise to concentrate too closely on particular techniques or functions. They are important but are bounded by time. Henley's response to uncertainty is to educate managers in those concepts and ideas which we hope will stand the test of time. None can do so completely.

There are, however, a set of consistent characteristics which have helped to give the College its unique role over the years.

First, the experience of members is an invaluable resource that is used throughout the course and helps relate the subject to the job.

Second, help is given to members to learn, develop and mature on an individual basis. The primary aim here is to assist the process whereby they learn to examine information critically.

Third, the formation of groups for syndicate work is undertaken with great care. Henley is well known as a pioneer in this field and members of each group are chosen to give a blend of skills and backgrounds.

Fourth, the balanced use of cases, lectures, projects, seminars, syndicate and private study ensures a carefully prepared and integrated approach to learning.

The Henley Experience

In some less definable way the courses are a profound experience in the lives of most members. They take different things from it, but the essence lies in the ability to stand back from one's personal life and job, to see it in-the-round and to reflect in a mature setting. In mid-career many people reach a critical phase in their development; they have experience of management and are beginning to understand their potential. The Henley method involves unique care and attention to the learning needs of individual course members.



The Research and Doctoral Programme

Henley wishes to encourage research work by suitably qualified individuals who wish to work for a MPhil or PhD degree in Management Studies through the College's association with Brunel University. Such research workers will be supervised by appropriate members of the College staff, and may work on their own research topics or join existing College research teams. Henley has exceptionally good links with industry, commerce, finance and the public service both at home and overseas, and may be able to assist research workers to obtain access to organisations and information.

Research workers may be based at Henley, in which case the research will generally be undertaken on a full-time basis. Alternatively, individuals may pursue their research either on a full-time or part-time basis, whilst based in their own organisation.

Whether the research is to be undertaken full-time or part-time, emphasis will be upon practical problem-orientated research, and for this reason close links with industry, commerce, etc. are deemed to be of paramount importance.

Research in the following areas is already well-established in the College:

- International Management.
- Employment Policies.
- Workplace Organisation and Relations.
- Technological Change.

Additionally, research workers will be encouraged to develop a thorough understanding of theory and practice in their selected area through attendance on appropriate courses.

Building and Location

The main buildings were formerly the residence of the late Viscount Hambleden, who originally leased them to the College for a nominal rent. After his death in 1948 the buildings and some 30 acres of grounds were purchased by the College. Additional study-bedrooms, conference rooms and offices have been built out of income or special donations, among these a generous donation by the Institute of Directors. There is accommodation for 100 members in study-bedrooms. There are excellent facilities for physical recreation in or close to the College.

In its own grounds, in country surroundings, the College provides members with a complete change of environment, one that is conducive to building up a corporate community even for groups who come only for a short period, and greatly helps the personal interchange between individuals.

Origins and Development

Henley was conceived by a group of concerned people who felt the need significantly to improve business management and public administration, largely as an outcome of the traumatic experiences of the Great Depression of the late '20s and early '30s. Their ideas became crystallised during the years of the Second World War. They were impressed by the growing size and complexity of organisation in business and the public service and felt that quality of management would be the crucial factor after the war.

When Henley was founded there was little support for management education, either in business or the public service. There was little agreement as to what should be taught or who should teach it. Those who might most obviously make a contribution, such as economists, accountants, lawyers, etc., were in short supply. The founders of the College also believed that management education should only be offered to candidates who had had considerable practical experience in the responsibilities and demands of management positions. Such people would have a real contribution to make from their own experience.

When the proposal to establish a management college was first announced, Sir Hector Hetherington, then Vice-Chancellor of Glasgow University, wrote of Henley in an article for *The Times*:

"A time comes in eight or ten or fifteen years when, having learned and practised his calling, a man does well to cease for a little from action and to think about what he is doing, and why and how he is doing it. That is apt to be the most fruitful educational phase of all. The best thinking springs from practice; but a man who, by thinking, has more thoroughly possessed himself of what he is and does is ripe for greater responsibility".

A further aim of the founders was, and is, that the College should provide a meeting-place between the public and private sectors, between management and trade unions, and that members should be exposed to the comment and criticism and different ideas of people who come from other countries.

In the past twenty-five years the need for management education and what it should contain has become much more widely recognised. The success of Henley has had a major part in achieving this recognition.

University Association

Henley has links with Universities and other educational establishments all over the world. Early in 1972 the College formed a special link with Brunel University. The College remains independent but combines with Brunel to develop research and graduate work in Management Studies.

Research Interests of the Members of Staff

Principal

Professor T. Kempner

Interests: Management education, economics as applied to business problems, business policy, management consultancy

Deputy Principal

Professor H.W. Slater

Director of Studies. The Senior Course
Interests: Management accounting, macro-economics, theories of inflation, economic models.

Academic Staff

B.R. Aston

Interests: Management science, management consultancy with the World Health Organisation

D.W. Birchall

Director of Graduate Studies

Interests: Operations management, in particular the management of change, the management of construction activities, work organisation and job design in both blue and white collar work, the action research process

R.de Board

Deputy Director, Henley Management Development and Advisory Service

Interests: Organisational development, influence of groups on behaviour, the psycho-dynamics of organisations

M.E. Burrige

Interests: Political economy and econometric theory and their application to public policy including the urban economy, budgeting-systems, aspects of policy analysis and the economic structure

C.A. Carnall
Course Director, Part-time MSc;
Project Officer, Henley/Molins/Brunel Teaching
Company Programme
Interests: The design of manufacturing systems, job design
and work organisation, the implementation and evaluation
of change

A.J.R. Cooper
Interests: Distance learning, computer-based learning,
aids, social impact of the introduction of new technologies,
resource planning, business computer systems, informa-
tion systems, statistical modelling, psychology of human
memory and decision making and data processing

E.J. Davis
Interests: Marketing, research into marketing; the use of
quantitative techniques in marketing particularly in experi-
mental marketing, marketing models and sales forecasting

R. Edwards
Interests: Trade Union and employment legislation,
industrial democracy, management techniques

Professor D.H. Farmer
Director, Henley Management Development and Advi-
sory Service
Interests: In-company management development and
advisory assignments, purchasing and supply management,
resource strategy, industrial marketing, negotiating,
supplier/buyer relationships, international business policy

Mrs. M.H. George
Computer Manager
Interests: Computer science, cybernetics, computer
assisted learning

C.S. Hall
Bursar and College Secretary-designate
Interests: Organisational structures, management systems
and industrial relations in higher education

P.J.A. Herbert
Interests: Company financing and the capital markets,
corporate strategy and investment policy, financial model-
ling, management education for financial specialists

Y.S. Hu
Interests: The EEC, international economic problems,
industrial policy, industrial finance, development
economics

J. Hutton
Interests: Political economy, international relations, de-
velopment planning, trade, energy and defence policies

A.P. Jackson
Interests: Occupational psychology, researching into time
perspectives as an aspect of personality, its implications for
behaviour at different managerial levels and in various
managerial functions

M.D. Jones
Director, Centre for International Management
Interests: The Middle East, international management,
political problems of multi-nationals, international corpo-
rate strategy

E.A. Life
Interests: Personality assessment, the career development
of managers, the behaviour of effective groups, creative
working environments, preferred ways of learning by
managers

J.R. Liveing
Registrar
Interests: Marketing, Team Building

Professor K. MacMillan
Professor of Management Studies, Director of Special
Projects
Interests: Managerial policy, corporate social policy,
economics of organisations, education management

G.C. Milborrow
Interests: Behavioural effects of management information
systems, industrial logistics, futures research

P.E. Montagnon
Interests: Statistics, logic and operational research

J. Noon
Interests: Management development and education, new
enterprise development, design and marketing policy, pro-
duct safety and liability

J.V. Pearson
Interests: Financial and management accounting in both
private and public sector organisations

Ms. S.G. Rothwell
Inbucon Fellow, Director, Centre for Employment
Policy Studies
Interests: Employment policies, collective bargaining,
comparative industrial relations, re-entry of women to the
labour market, future of work, technological change and
manpower utilisation

R.S. Stainton
Interests: Operational research, computing and informa-
tion processing, statistics and quantitative analysis

Professor B. Taylor
Professor of Business Policy
Interests: General management, corporate strategy and
planning, management development and training

T.C.L. Taylor
Director of Studies, General Management Course
Interests: Finance and taxation, public sector studies, in-
dustrial policy and economic management

Miss G.V. Thomas
Librarian
Interests: Co-operative projects in management education
and management data bases with the British Business
Schools and European Schools Librarians' Groups

Professor M. Warner
Research Programme Co-ordinator
Interests: Organisational behaviour, industrial relations,
cross-cultural management, factory organisation, worker
participation

Professor R. Wild
Director of Special Engineering Programme and Head of
Department of Engineering and Management Systems,
Brunel University
Interests: Production and operations management,
engineering management, engineering education

Miss J.M. Wilding
Deputy Librarian

Senior Fellow

P. Cherrington

Solicitor

Visiting Professors

Professor M.J. Shanks

Chairman, National Consumer Council, Chairman, Datastream Ltd., Director, B.O.C. International Ltd. and other companies. Member, National Economic Development Council.

Professor N.A. White

Managing Partner Norman White Associates, Chairman/Board Member of Companies in Europe and North America

Visiting Fellows

Professor P.M. Abell

Professor of Sociology, University of Surrey

J.H. Arkell

Vice-President British Institute of Management, Senior Associate, Kramer international Ltd.

R.M. Belbin

Chairman, Industrial Training Research Unit, Consultant, Commission of the European Communities

P. Bowen

Training Manager, W.H. Smith & Son Ltd.

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The Tavistock Institute of Human Relations

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Hon. Fellow Darwin College, Cambridge

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Director, Standard Brands Ltd.
Chairman, Society for Long Range Planning

T.D. Douglas

Northern Ireland Regional Officer
General & Municipal Workers' Union

Professor P.J.D. Drenth

Professor of Industrial and Organisational Psychology,
Free university of Amsterdam

L. Dusmet

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Adviser to the British Overseas Trade Board (Export United), London Economic Adviser to Merseyside County Council

G. Foggon

Director of the London Office,
International Labour Organisation

P.T. Grundy

Managing Director, Riftkell Ltd.

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The Tavistock Institute of Human Relations

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Carcas, Fellow of the International Academy of Management

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Visiting Professor, The Polytechnic of Central London

J.E. Mortimer

Chairman, National Economic Development Committee for Engineering Construction, Visiting Professor, Imperial College of Science & Technology, London, Senior Visiting Fellow, University of Bradford

Professor M.A. Saias

Head of Institut d'Administration des Entreprises, Aix-en-Provence, France

Professor N. Sasaki

Professor of Economics and Industrial Administration,
Sophia University, Tokyo, Lecturer, Japan Productivity Center