

A Current Awareness Service for Long Range Planning

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INDIVIDUAL PLANNING TOPICS—AIDS & TECHNOLOGIES

ALTER, S. and GINZBERG, M.

Managing Uncertainty in MIS Implementation

Sloan Management Review, pp. 23–31 (Autumn 1978).

The implementation of a management information system is fraught with uncertainty. No model for coping with uncertainty addresses the more fundamental uncertainty—will the project succeed? Empirical research is linked with a theoretical framework to develop a model for increasing the chances of successful implementation.

ATKIN, R. H.

Q-Analysis: A Hard Language for the Soft Sciences

Futures, pp. 492 etc. (December 1978).

The relevant data sets in a 'soft' science can be manipulated and analysed using topology, an exercise which also reveals the 'back-cloth' which modifies or limits such interrelationships. An example is used to show how the underlying 'geometry' can frustrate an organization's aims.

BEN-YAACOV, G. Z.

A Computer-Based Modelling System for Electric Utility Planning

Long Range Planning, 11, 30–36 (December 1978).

The development of a computer based modelling system for electricity planning within the South African Electricity Supply Commission is outlined. The system enables the extensive analysis of a wide variety of problems to be undertaken.

BENSON, F. S.

The Corporate Model: Has Management Met the Challenge?

Managerial Planning, 27 (3), 13 etc. (November/December 1978).

The computer will become increasingly important and the science of corporate modelling has already been used in many corporations. Management needs to recognize all the ingredients required, however, to produce satisfactory results.

LORD BRIGGS

The Historian and The Future

Futures, pp. 445 etc. (December 1978).

Historians and futures researchers have much in common. The article explores the extent of their common ground and how it might be extended to the mutual benefit of each.

BROWN, A.

When the Planner Speaks, Does Management Really Listen?

Management Review, pp. 58–61 (November 1978).

An unfortunate fact of life in planning is that the decision makers do not always want to hear what the planners have to say. Linking information and action thus becomes a major communications problem. The real purpose of planning is after all to establish an effective link between information and action and so bring about the doing.

COUREY, C. J.

Approaches to Assessment and Evaluation in a University Environment

Managerial Planning, 27 (3), 17 etc. (November/December 1978).

Resource evaluation is one means to help adapt to today's planning environment. Integration of evaluation activity into the allocation and implementation process can help avoid many of the pitfalls of the past.

HOFFMAN, G. M.

The Contribution of Management Science to Management Information

Interfaces, 9 (1), 34 etc. (November 1978).

Management Science can magnify the productivity of Management Information Systems. It can also, in the author's view, make major contributions to decisions which are totally outside the purview of such systems.

IRWIN, P. H.

Who Really Believes in Strategic Planning?

Managerial Planning, 27 (3), 6 etc. (November/December 1978).

Strategic planning as a well developed practice of management is still in its infancy. But in the hands of intelligent and energetic managers, the author maintains that strategic planning is a powerful and rewarding process.

KOTTAS, J. F. and LAU, H.-S.

On Handling Dependent Random Variables in Risk Analysis

Journal of Operational Research Society, 28 (12), 1209–1217 (December 1978).

Earlier risk analyses studies emphasized the correct description of the univariate characteristics of the random variables in risk models. The authors review some important but often overlooked statistical concepts and point out some serious shortcomings of the 'conventional' approach, recommending the necessity and desirability of the alternative 'function' approach in modelling dependent random variables.

LAUENSTEIN, M. C.

Classroom to Boardroom: What You Learned May Not Help You

Business Horizons, pp. 74–81 (December 1978).

The analytical techniques learned at business school may not, in fact, be popular with the senior executive who often has his own individual approach to decision making. Nonetheless such techniques have value and are likely to find increasing use in corporate decision making. It helps to find out why such techniques are not used more effectively and more widely in business.

LOCKETT, A. G. and POLDING, E.

OR/MS Implementation—A Variety of Processes

Interfaces, 9 (1), 45 etc. (November 1978).

The problem of Operations Research/Management Science (OR/MS) implementation is discussed, with particular attention being paid to the relationship between modellers and managers.

NAOR, J.

Managerial Incentives for Long Range Planning

Atlanta Economic Review, pp. 19 etc. (July/August 1978).

Too much long range planning is 'patchwork', thereby causing difficulties at the strategic headquarters/division interface. The author advocates linking top management bonuses and promotions to the achievement of long-range plans, thus encouraging an integrated approach. The benefits of such a link are outlined and solutions suggested for the drawbacks.

NAPIER, H. S.

Strategic Impact Forecasting: Futurism and the 'What if' Question

Managerial Planning, 27 (3), 10 etc. (November/December 1978).

Impact Forecasting offers no crystal ball. It does however attempt to introduce another methodical and creative element into the organizations' overall problem-solving capability. Strategic Impact Forecasting is one approach which can work to advantage since it combines creativity and problem-solving.

QUINN, J. B.

Strategic Changes: 'Logical Incrementalism'

Sloan Management Review, pp. 7–21 (Autumn 1978).

This article is the second in a three part series, the first appearing a year ago. It explains how 'logical incrementalism' operates in several major corporations and argues that such 'muddling' far from being a 'necessary evil', may provide the normative model for strategic decision making. The next article will treat the management of this process in detail.

RAPPAPORT, A.

Measuring Company Growth Capacity During Inflation

Harvard Business Review, pp. 75 etc. (January–February 1979).

Neither historical-cost nor replacement-cost accounting gives a true picture of the economic status of a business during a time of inflation. A measurement approach is suggested that can help top management to obtain a better understanding of its performance in both an inflationary and a stable price environment.

RICHARDSON, J. M., JR.

Global Modelling 2 Where to Now

Futures, pp. 476 etc. (December 1978).

There is now a clearer picture of the data problems, the neglected sectors, and the need for sensitivity analysis and validation. The future directions of global modelling can now be drawn, even though the future of some models remains uncertain.

ROYCE, W. S.

The Problems with Planning

Managerial Planning, 27 (3), 1 etc. (November/December 1978).

A number of lessons can be learnt. Planning is a continuous process and a good plan will recognize future uncertainty. The author believes that business leaders should think more about threats and preparing to meet them than they currently do.

SPOONER, H.

Corporate Planning for Emergencies

The South African Chartered Accountant, pp. 240 etc. (July 1978).

The need for comprehensive risk management policies has been increased by greater public awareness of its legal rights, the consumerist movement, the threat of technological disaster and general economic change, i.e. inflation. The author describes how risks can be identified, their impact assessed, opportunities maximized and constraints reduced.

STUDENT, K. R.

Managing Change: A Psychologist's Perspective

Business Horizons, pp. 28–33 (December 1978).

The pressure is building up to increase productivity and efficiency. The crucial task of management in the years which lie ahead will be to implement necessary changes. This will require new 'change skills'. Those who can then manage change successfully understand that change is an integral part of any change process and will seize those opportunities which chance alone provides.

VAZSONYI, A.

Decision Support Systems: the New Technology of Decision Making?

Interfaces, 9 (1), 72 etc. (November 1978).

Decision support systems are a type of information system. The author made it his business to inquire into the Nature of Decision Support Systems and this article summarizes his findings. These are that OR/MS should be concerned because decision support systems can increase the economic value of managerial decisions in a variety of ways.

**INDIVIDUAL PLANNING TOPICS—
GOVERNMENT ECONOMIC PLANNING**

MARQUAND, J.

Government Economic Planning in the United Kingdom

Long Range Planning, 11, 2–8 (December 1978).

The emphasis on Government relations with the private sector has been shifted firmly away from indicative planning to the 'bottom up' approach of the industrial strategy. This general framework appears likely to endure. The distinction, however, needs to be drawn between making projections or plans, and formulating policies.

**INDIVIDUAL PLANNING TOPICS—CORPORATE
SOCIAL RESPONSIBILITY**

FERGUSON, J. L.

SMR Forum: The Chief Executive's Responsibility for Corporate Public Service

BARNES, E. B.

SMR Forum: Taking the Positive Approach

Sloan Management Review, pp. 75–81 (Autumn 1978).

The term 'corporate social responsibility' popular 10 years ago seems to have fallen out of favour. Mr. Ferguson attempts to re-define the concept, distinguishing between the 'enlightened self interest' and pure philanthropy. Violation of the limits can be counter productive. Mr. Barnes suggests that by applying the 'rule of reason' companies can not only enhance their public image but also minimize legislative battles and prevent enactment of unreasonable regulation.

INDIVIDUAL PLANNING TOPICS—PLANT LOCATION

SCHMENNER, R. W.

Look Beyond the Obvious in Plant Location

Harvard Business Review, pp. 126 etc. (January–February 1979).

Deciding plant location is more than choosing a site, and certainly more than choosing the least expensive one. Following a survey of 30 companies, and involving 1000 plants and 120 corporate headquarters, the parameters a company ought to use before calling in consultants are outlined.

PLANNING IN SPECIFIC MANAGEMENT AREAS—MARKETING

LOCKE, H. B.

Planning Innovation

Long Range Planning, 11, 21–29 (December 1978).

The author deals with the concept of planning for innovation using marketing as a basis for that planning. Customers, after all, not only use the resulting product or service, they pay for it and make everything possible.

WILSON, I. H., GEORGE, W. R. and SOLOMON, P. J.

Strategic Planning for Marketers

Business Horizons, pp. 65–73 (December 1978).

The environment in which marketers operate is constantly changing and today's truths all too often become tomorrow's illusions. It is thus not surprising that the concepts of strategic planning are commanding more and more attention. The key relationship between strategic planning and marketing management concerns what markets the firm will be servicing 5 to 20 years from now. Marketing planning that is holistic, future-oriented, flexible and proactive will contribute significantly to the profitability of the company.

PLANNING IN SPECIFIC MANAGEMENT AREAS—POLLUTION CONTROL

KAHALAS, H. and GROVES, D. G.

Ecology, Pollution and Business: A Proposed Planning Solution

Long Range Planning, 11, 62–66 (December 1978).

The authors discuss some of the issues and indicate alternative methods of control and their implications for the business institution. The issues are now of fundamental importance to businesses when evaluating new projects and therefore present yet another pressure on the business executive.

PLANNING IN SPECIFIC MANAGEMENT AREAS—CORPORATE PLANNING

KUDLA, R. J.

The Components of Strategic Planning

Long Range Planning, 11, 48–52 (December 1978).

This paper summarizes the results of a survey of 323 companies which questioned the level of strategic planning, how objectives are quantified and what kind of environmental factors are identified. The process of planning was found to be constantly evolving and cyclical. The activity expanded during adversity and contracted when business prospects were good.

NADLER, G.

Corporate Planning—A Systems View

Long Range Planning, 11, 67–78 (December 1978).

The lack of precision of language often obscures basic underlying conceptual differences between corporate planning as expressed in theory and in practice. These arise from a lack of explicit definitions and from the lack of differentiation between theories of planning and theories in planning.

PLANNING IN SPECIFIC COMPANIES AND SITUATIONS—MANUFACTURING

HAYES, R. H. and WHEELWRIGHT, S. C.

Link Manufacturing Process and Product Life Cycles

Harvard Business Review, pp. 133 etc. (January–February 1979).

The product life cycle pattern provides a useful way of thinking about a company's growth and development. The emphasis on marketing can make it too simplistic or even misleading, however, for strategic planners the process life cycle which is a related phenomenon will facilitate the understanding of the strategic options open to a manufacturing company.

PLANNING IN SPECIFIC COMPANIES AND SITUATIONS—FRANCE

CAZES, B.

French Planning in the 1980s: A Political Agenda

Futures, pp. 452 etc. (December 1978).

New methods will be needed to cope with the wider boundaries of social planning. Planners and policy makers can no longer rely on the assumptions of the last 20 years. Issues like falling birth rates, structural unemployment, revolt against taxation, and quality of life, are forcing us to re-consider our premises.

PLANNING IN SPECIFIC COMPANIES AND SITUATIONS—REED INTERNATIONAL

CHANDLER, W. J.

Plans—Their Preparation and Implementation

Long Range Planning, 11, 14–20 (December 1978).

The methodology developed in the adoption of long range planning at Reed International is outlined. This can give valuable lessons since the paper provides a highly relevant and detailed insight into the planning methodology adopted by a company whose activities are wide ranging both in terms of product mix and geographic location.

PLANNING IN SPECIFIC COMPANIES AND SITUATIONS—SMALL BUSINESSES

Growing Concerns

Harvard Business Review, pp. 172 etc. (January–February 1979).

The author explains how devising a simplified scheme for planning and decision making will help small businesses improve early detection of new venture success or failure.

PLANNING IN SPECIFIC COMPANIES AND SITUATIONS—HEALTH CARE

HENCEROOTH, S.

An Application of Decision Modelling to Indian Health Care

Interfaces, 9 (1), 18 etc. (November 1978).

Despite advance in medical science, the delivery of health care to Indians in remote reservation areas remains a problem. By using state of the art telecommunications instead of conventional face to face clinical services, a new tool was obtained to improve health care delivery. And by utilizing industrial mathematical decision-modelling techniques a selection could be made of alternative systems.

PLANNING IN SPECIFIC COMPANIES AND SITUATIONS—OIL EXPLORATION

EVERETT, J. E.

Some Decision Problems in Petroleum Exploration

Interfaces, 9 (1), 25 etc. (November 1978).

Methods of evaluating petroleum prospects prior to drilling are discussed. The author describes an attempt to introduce expected value techniques into a selection of drilling prospects.