

Present Research - and Future?

by Dr. Peter Davis

The Register has continued to grow since it first appeared in 1991 (then only thirty three items listed). This latest edition of Co-operative research undertaken since 1980 now has eighty five entries including a rising proportion in the fields of Business Policy and Training and Development. It is not surprising, in the year we are celebrating one hundred and fifty years of Co-operation since the founding of the Rochdale society, that there are some new items concerning Co-operative history but surprisingly little offering any new views or interpretation of that history.

Lines for Development

Readers of my previous articles accompanying the publication of the Register will recall that I called for funds for Co-operative research and indeed put forward my own suggestions for the agenda for its development (Journal Nos 73 and 77). May I take this opportunity to renew that call for a fund administered by trustees who for obvious reason would not themselves be beneficiaries? On one level of need the fund I envisage would be available for travel grants for persons wishing to engage in doctoral or post-doctoral research, on the understanding that summaries of their findings would be prepared for publication in the Journal. A figure of £250 per year from each of the top twenty consumer societies, with similar grants coming from the bigger worker, agricultural, housing and credit societies, would I am sure stimulate a much wider interest in Co-operative research and generate more academic papers to the point where the publication of the Journal could be taken on by a respected academic publisher as a commercial proposition.

Bigger research projects clearly would look to existing funding bodies and the commercial part of the Co-operative movement for support. In response to the obvious impact of globalisation on the economic and social development of Co-operatives may I suggest that a research programme aimed at identifying the opportunities awaiting, and obstacles preventing, more Co-operative joint ventures and another programme reviewing international marketing and logistics problems facing Co-operatives trying to operate within global markets would address the urgent areas and a consortium of academic and Co-operative management should be developing appropriate proposals.

Commissions and Omissions

The level of post-doctoral research work recorded by the Register in general

remains pathetically low as does the work being done in the areas of marketing and management. Are there no problems that the Co-operative Party, Women's Guilds, Member Relations Departments, NACO, Co-operative Union, Bank, Insurance Society and last but not least our retail societies and the CWS Ltd. would like to see researched from a Co-operative perspective?

The Open University led in this instance by Roger Spear is continuing to explore new applications for Co-operative solutions to social problems with its pioneering work in the Care Sector. Roger is also conducting new research into how Co-operative responses to privatisation in the bus sector are working in practice (See Organisation and Management sections). I look forward to receiving notice in future of research initiatives in the field of Co-operative Business Ethics now that there is a Chair in Corporate Social Responsibility at the Manchester Business School sponsored by the Co-operative Bank. Congratulations to the Bank for this initiative. Would any other sectors of the movement like to emulate this development or even build upon it with University endowments to promote research into Co-operation? Leicester and Loughborough Universities certainly deserve consideration here as they have put up £20,000 from scarce internal resources in the last year for research into distance learning for Co-operative management. A distance learning initiative with the National Federation of Credit Unions has been the practical outcome from this investment by the two Universities with more such initiatives hopefully to follow in collaboration with other sectors.

Fruitful Fields?

I report below on some of the findings of the literature review I undertook for research into Co-operative responses to HRM which resulted in a paper to the Co-operative Personnel Services Association earlier this year. Co-operative Personnel Services are, I believe, setting up a working party into HRM in the Co-operative context and again I look forward to reporting in future issues of the Register on the work in progress.

Much of the literature has been concerned with issues of how Co-operatives should be responding to globalisation and in particular on the impact on management development needs that arises from the growing concentration and size of Co-operative enterprises. It is recognised that Co-operative management, while sharing some common values and principles operates in very different organisational and commercial contexts. Effective management training, it was felt, must combine the Co-operative and the commercial/organisation context in content, with flexibility in its mode of delivery, if it is to succeed and be seen as credible.

From Recent Reports: 1. "Co-operative Education"

This theme was particularly emphasised in the report from U.S. Department of Agriculture entitled *Co-operative Education - Task Force Final Report*, A.C.S. Service Report 35 published in July 1993.

Some of the research also identified the need for Co-operative management training to broaden its perspectives to allow for cross-fertilisation between various Co-operative sectors. The current provision can be described as segmented and incomplete with a number of operators producing materials reaching out to specific segments of a total Co-operative audience. As a result many audiences for Co-operative management development are inadequately served by materials that rarely go beyond the introductory level. The programmes, by and large, are not validated and did not, it was felt in some reports, provide an adequate incentive for people to undertake Co-operative management development.

2. "Training for Co-operative Leadership"

The Swedish Co-operative Centre's report, *Training for Co-operative Leadership*, by Folk Albison (1993) was the result of a series of evaluation seminars undertaken with African and Asian Co-operative Managers and Development Workers during the period Sept - Oct 1992.

The participants at these seminars identified a common stock of Co-operative knowledge, skills and attitudes that would be essential to address in an international training programme for any identifiable group of Co-operative leadership, whether professional and executive management, lay directors or government officers and development workers. This common stock of categories identified was:-

- (a) The political, economic and social changes and development affecting the Co-operatives, both international and domestic.
- (b) Management information systems involving new technologies, management techniques, strategic planning and control.
- (c) Leadership skills and attitudes.
- (d) Co-operative values and principles.
- (e) Gender sensitization.
- (f) Protection of the natural environment.

Without, however, a properly developed theory and practice of Co-operative purpose and management the ideological baggage that goes along with the notions of "the market" really threatens to subvert both professional management in the Co-operative sectors and the whole sense of direction the movement needs to take. We are on the brink of a catastrophic defeat in the struggle between those in the Co-operative sector and its like who espouse the cause of labour's priority over capital and those more concerned with maintaining the freedom of private capital. The Swedish Report in its conclusion seems to respond to the needs for Co-operative leadership by calling . . . " . . . in the context of new economic policies orientated towards the market economy, the need for greater emphasis on these aspects of the training programme should be stressed, *ideally by combining and analysing linkages between Co-operative values, socio-economic objectives and competitive strengths of the Co-operative* (emphasis not in original) . ." So far so good but then the report backs away from any notion that there might be a distinctive Co-operative management/leadership concept emerging by stressing the established but flawed idea that technical and value issues can be treated in wholly separate boxes with priority always going to the 'real practical' issues rather than the "airy fairy values". Thus it concludes; ". . . Priority should be given to issues and topics related to technical and commercial aspects of management." Such an approach is in my view old fashioned and dangerous to the continuance of the Co-operative movement.

3. "Co-operative Human Resource Development"

It was recognised by some of the literature that development agencies both in the west and the third world that had been supporting Co-operative HRD activities for many decades had not been, in general, particularly successful and that the issue of setting effective standards for training policies and programmes conducted by agencies like the ILO had not been effectively established in all cases.

Report 2 of the I.L.O. meeting of experts on Co-operatives, Geneva, March 29 - April 2 1993 was entitled "*The Role of Human Resource Development in the Economic Viability, Efficient Management and Democratic Control of Co-operatives*".

Paragraph 38 stated "Co-operative Human Resource Development should form part and parcel of general education and be promoted at all levels of the education system. It should be included in the curriculum of education institutions." The report recommended that Co-operative studies should be offered at Universities and Colleges as part of the courses of economics

and business management since Co-operatives were forms of business enterprise but had distinctive characteristics and objectives. Furthermore Co-operative HRD should be linked with vocational training programmes since Co-operative enterprise could provide self-employment opportunities for the trained. It was also observed that where desired, recognition be given by the Ministry of Education to diploma and degree course, in Co-operative studies.

European Context

The new Co-operative statute for the E.C. has created a European context for Co-operative management training and development.

Paul Ramadier, Commissioner within the European Community with special responsibilities for DG 23 Enterprises and including the social economy, stated in a recent paper to the UKCC in relation to the proposed Co-operative statute for Europe “. . . the reasoning behind the proposed instrument is very simple. To ensure long term survival in the Single Market Co-operatives, like other forms of enterprise, will need to begin operating on an European scale either by expanding their existing business or by seeking new partners. To do either of these things effectively whilst remaining true to their fundamental philosophy and competitive with conventional business, Co-operatives will need a convenient means of forging new partnerships and easier access to capital.”

The joint Leicester/Loughborough Report (see Training) concerned with distance learning as a method of management development for Co-operatives found that European level training and development initiatives utilising distance learning strategies was recognised as one of the most cost effective responses to the emerging management development needs and would be welcomed in most countries by all sectors of the Co-operative movement. The exception was Italy where it was found the traditions of face to face tuition would create obstacles for the acceptance of this form of development. The study consulted a cross section of Co-operative management and academic opinion covering all sections of Co-operative activity drawn from nine European countries, eight developing countries and Japan.

Reasons for Co-operative Lack of Success?

A number of the research reports called for better criteria for evaluating the success of management training and development in terms of the economic success or failure of Co-operative enterprises. In the research funded by the DTI undertaken by David Hall Partnership Ltd, and

referenced in this year's Register, (see items under Business Policy), lack of success within the Co-operatives was found to be result of primarily four factors:-

Inadequate investment

Poor staff training,

Insufficient sales and marketing effort, and

Low pay/higher staff turnover.

Clearly the issue of standards of management training and development of Co-operatives continues to raise itself and certainly one explanation that can be tentatively offered is that there are hardly any academic institutions in the management education and training field that offer management development programmes specifically geared to Co-operatives. The Open University through the work of the Co-operatives Research Unit remains one of the leading exceptions with a history of innovative work on training provision for Co-operatives, particularly for worker Co-operatives. Alan Thomas' work, reported in the Register, looking at Development Workers' training needs, based on a very extensive survey of such workers, continues in this tradition.

My sense is that interest and sympathy for Co-operative ideas is again rising in institutions of higher and further education. Will this be dashed by a movement that has no agenda of research and is not prepared to fund the Co-operative proposals of those who have? We shall see. I hope in the meantime that general readers of the Journal and particularly those engaged in Co-operative research find the Register of interest and of some practical use. New items for inclusion and ideas for improvement are always welcome. I may be contacted at the International Centre for Management, Law and Industrial Relations, the Fielding Johnson Building, University of Leicester, University Road, Leicester, LE1 7RH; Tel. 0533 522371.

The Author

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Research Register 1993-94

by Dr. Peter Davis

The Register includes research completed since 1980 and on-going research. The geographical scope of an entry is indicated where necessary and for research substantially linked to an article in the Journal since the publication of the Indices covering the numbers up to 70, that Journal is mentioned.

Subject Headings

Accountancy and Finance

Business Policy

Culture

Communications and Media

Employee and Industrial Relations

History

Law

Management

Marketing

Membership

Organisation

Political Economy

Politics

Social Economy

Training

Values (including Principles and Social Philosophy)

Women

Each entry is cross referenced under the researcher's name where the research covers more than one subject. Each item is letter coded (see below) to indicate which segment of the Co-operative movement the research is focused upon.

Segment Classification

A = Agriculture, B = Building Societies, C= Consumer, COMM = Community, CU = Credit Union, G = General Co-op Movement, H = Housing, OM = Other membership - based organisations/social economy organisations, SF = Small Firms, U = Utilities, W = Worker.

Accountancy and Finance

James Bell,
84 Grand Avenue,
Hassocks,
West Sussex, BN6 8DD
Tel. 0273 845159

Annual Reports and the Member.
A survey of 20 consumer Co-ops annual reports
and analysis of level of accessibility for the
member without training in financial reporting.
(1993/1994): UK: C (Journal 80)

D. Hutton & PA Collier,
23 Summerlee Ave,
London, N2 9QP
Tel. 081-883 5114

1. Communications
and Accounting to
Co-op Members. (1987-88): UK: C
2. Analysis of variations in
accounting policies in top 18 Co-op Soc.
(Post-Doctoral 1988-89): UK: C

D Hutton &
Dr R Vis -
Dept. of Applied Economics
Univ. of East London,
Longbridge Road,
Dagenham,
Essex, RM8 2AS

3. Historical survey of market share,
capital structure; standardised net
surplus of the UK retail Co-ops
(Post-Doctoral 1990-91): C
4. See Business Policy

John Jenkins,
5B, South Cliff Tower,
Eastbourne, BN20 7JN
Tel. 0323 641766

Dairy Co-operatives in Ireland
General policy issues
(Project commenced in 1994): A

T N Jenkins,
Dept of Agriculture and
Marketing,
Univ College Wales,
Aberystwyth, SY23 3DD

Finance for Dairy Co-ops
(1983 cont.): EC: A

D Wadsworth,
Manager -
Statistics,
Co-op Union Ltd.,
Holyoake House,
Hanover Street,
Manchester,
M60 0AS

1. Annual volume
of Co-op stats &
econ prospects
Current Indicators of Co-op
Performance (three times per year)
2. Monthly retail turnover analysis
& research into surplus earning
capacity
(Co-op Union cont.): UK: C
(Journals 71, 74, 78, 79, 80)

Business Policy

Zoe Abrivouli,
Dept of Marketing,
Lancaster University,
Lancaster
Tel. 0524 593881

1. Factors affecting the agrifood
industry in the European
Communities
2. Food systems in Central
Europe and the former
Soviet Republics
PhD (Commenced 1994): A

- Colette Blanchfield See Marketing
- Carolyn Dunlop,
Harper Adams
Agricultural College,
Newport.
Shropshire
Tel. 0952 812038 Opportunities and problems
facing agricultural
Co-operatives in the UK.
Undergraduate (1994 completed):
UK: A
- Dr. J. Birchall,
Dept of Gov,
Brunel University,
Uxbridge,
Middlesex, UB8 3PH
Tel. 0895 812595 1. The Future of the Small
Co-operative Store.
(1986-88): UK: C/COMM/W/SF
2. See History
3. See Training
- Prof T. F. Carbery,
24 Fairfax Ave,
Glasgow, G44 5AL Review of the Progress and
Contraction of the Brit. Retail Co-ops
(Cont.): C
- Sarah Carnegie,
David Hall
Partnership,
Design Works,
William Street,
Felling,
Tyne and Wear, NE10 0JP Success criteria for Co-operative
business action research based
on CDA participation
(DTI Funded 1992-93): UK: W
- D Hutton & Dr R Vis The Future of Co-operative
Retailing in Scotland.
Covers an analysis of trading
patterns since 1911
and includes an analysis of a
wide range of other factors
including transfers of engagements,
financial ratios of societies, and
age ratios of lay directors.
(1992-1994): C
See Accountancy and Finance
- Ilkeston Consumer
Co-op Soc Ltd.,
12 South Street,
Ilkeston,
Derbyshire,
DE7 5SG 1. The Consumer versus the Travel
Industry
(KN Scott)
2. Trading Prospects
for the Ilkeston Soc.
(with Univ of Warwick)
- P. McClenaghan,
Co-op Ed., Research
& Training Unit,
Magee College,
Univ. of Ulster
Londonderry BT48 7JL Community Co-ops
in the Highlands and
Islands of Scotland:
A Comparative Study.
(Jan 1987- Dec. 1987) COMM

- Edgar Parnell,
Director,
Plunkett Foundation for
Co-operative Studies,
23 Hansborough
Business Park,
Long Hanborough,
Oxford, OX8 8LH
1. Options for contracting out
of public services.
A guide to available models
and the development of a
decision model to aid policy makers
(DTI Funded 1993/94): UK: W
2. See Law
3. See Management
4, 5 and 6. See Training
- Dr. Martin Purvis
- See History
- Dr. Pridham &
Dr. Bartlett,
Centre for
Mediterranean
Studies,
University of Bristol,
12 Priory Road
Bristol, BS8 1TU
- Co-operatives and
small private firms
in Mediterranean
Europe.
(ESRC Post-Doctoral 1989-1991) W, SF
- Jenny Smith,
23 Riverside,
Preston, PR1 8ET
Tel. 0772 250436
- The Co-op response to the retailing
revolution - 1960 to 1985. A
Preston Case Study.
(Undergraduate Dissertation
completed 1985): C
- R.G. Spear,
Co-operatives
Research Unit,
Open Univ.
Walton Hall,
Milton Keynes,
MK7 6AA
Tel. 0908 652102
1. Collaboration
between small firms incl. Co-ops
(1990-94): W.
2. See Organisation
3. See Organisation
4. See Management
- Ms. L.M. Whitefield,
Dept. of Social &
Economic Research,
Adam Smith Building,
Univ. of Glasgow,
Glasgow, G12 8RT
(with Dr. D. Clapham &
K. Kintrea)
- Assessment of
Community Ownership
Scheme in Glasgow. (1989-1991) H
- Culture**
- G. Bratby,
Personnel
and Training Department,
Lincoln Co-operative
Society,
13/14 Silver Street,
Lincoln, LN2 1HJ
Tel. 0522 533316
- Culture Change and Member
Development.
(PhD University of Leicester,
commenced 1994): UK: C

Dr. P. Gurney,
Dept. of Humanities,
University of Glamorgan,
Pontypridd,
South Wales

1. The Making of Co-operative
Culture in England, 1870-1918.
Analysis of the construction and
meaning of the movement's
culture and the reception of the
movement before world war one.
Ph.D Sussex/Pontypridd, 1984-89): C
See History.

2. Co-operative Culture and the
Politics of Consumption in England,
1870-1940. Co-operation as an
alternative form of consumption and
how this concept became marginalised
by 1939. (Post-Doc. 1991 cont.): C:
See also History.

Marc Stears
Dept. of Humanities
University of Glamorgan,
Pontypridd,
South Wales

Co-operation and Working Class
Culture 1899-1939
Role of the Co-op store in the
community - did it help working
women to enter the political sphere?
(Ph.D. Commenced 92)
C: See History and Women

Employee and Industrial Relations

Nil Return

History

Ms. R.E. Allen &
Ms. E. Sobell,
The North of
England Open
Air Museum,
Stanley, DH9 0RG

Co-operation in the
North East of
England: 1900 to
1949
(1974-92): G

Dr. A.R.H. Baker,
Dept. of Geography,
Univ. of Cambridge,
Downing Place,
Cambridge, CB2 3EN

A study of the
development and
diffusion of fraternal
associations in rural
France 1815-1914.
(Post-Doctoral 1973 - 2006): A

Peter Barberis,
John McHugh &
Michael Tydesley
Dept. of Social Science,
Manchester Metropolitan
University,
Chatham/Undercroft Building,
Cavendish Street,
Manchester, M15 6DR
Tel. 061-247 3437/8

1. Encyclopaedia of Twentieth
Century British and Irish
Political and Social Groups and
Movements.
(commenced 1993 - completed 1996): G
2. See below History

Dr. J. Birchall
Dept. of Gov.
Brunel University,
Uxbridge,
Middlesex, UB8 3PH
Tel. 0895 812595

1. See Business Policy
2. Co-op: the People's Business.
A celebration of 150 years of
Co-operation, pub. Manchester
U.P., 1994. UK:C.

Ms. D.L. Brace,
Museums and
Galleries Div.,
Huntley House
Museum,
142 Cannon Street,
Edinburgh, EH8 8 DD

1. Co-operative Societies
in Edinburgh since
1800. (Oral Hist Project plus archive
based research cont.) C
2. The Scottish Co-op,
Women's Guild 1896
to the present (Oral Hist Project plus
archive based research cont.) C See Women

Dr. M.S. Chase,
Dept. of Adult and
Continuing Ed.,
Univ. of Leeds
Leeds, LS2 9JT

1. Self Help Land
and Building Soc.
in Britain:
1840 to 1870 (pub English Hist. Rev. No 419)
(1967-90) B and OM
2. Community Co-operation in East Cleveland
1931 to 1938. (1968-92) COMM

Prof. J.G. Corina,
1 White Cross Road,
Haddenham,
Bucks, HP17 8BA

1. "Dr. William King (1786-1865)
Physician and Father of Co-operation"
(Post Doc. 1990-93): UK: G
Published in Journal of Medical Biography,
Royal Society of Medicine, August, 1994.

2. Robert Owen (1771-1858): Prophet of
Co-operation. A Life: Biographical research,
commenced 1990 - completed 1995:
UK: G

3. Oxford University and the Co-operative
Movement (1875-1955)
Completed 1994: G

4. A History of the Oxford Co-operative
Society, 1830 to 1994
(commenced 1994 completed 1995): G

John Crawford,
65 Chester Road,
Huntington,
Chester, CH3 6BS
Tel. 0244 327619

- History of Co-operation in Chester from 1830
(Commenced 1993): C: G

Dr Peter Davis

1. See Political Economy

- Jean Everitt,
Dept. of Information
and Library Studies,
University of Wales,
Llanbadarn Fawr,
Aberystwyth,
Dyfed SY23 3AS
Tel. 0970 622146
- Co-operative libraries and newsrooms
in the late nineteenth and early twentieth
centuries.
The role of such facilities after the 1850
Public Libraries Act.
(Commenced 1991): UK: G
(Journal 76)
- Dr. P. Gurney
- See Culture
- M. Hornsby,
36 Burton Road,
Ashby-de-la-Zouch,
Leicestershire,
LE65 2LQ
1. Historical Survey
of the Co-operative
Movement in Leicester: G
2. History of Co-partnership
Housing up to 1918. (cont.): UK: H
- Alan Middleton,
1 Doddington Avenue,
Swallowbeck,
Lincoln LN6 7EX
Tel. 0522 680277
- Updating the history of the Lincoln
Co-operative Society 1961-1994
Completed 1994: C
- James Moran
Dept. of History,
Vanburgh College,
University of York,
Heslington,
York,
YO1 5DD
Tel: 0904 430000
- Alternative Visions of the New
Ireland 1890 to 1920
Includes analysis of the
correspondence of Horace Plunkett
Commenced 1994: A/G
MA Dissertation
- W.J. Pritchard,
23 Moor Lane,
Leeds, LS6 4BY
Tel. 0532 756704
1. See Membership
2. Centenary Study of the Leeds
Co-op Women's Guild:
1889 to 1989 (1989 - cont.):C:
See Women
3. A history of the controversies
surrounding the Leeds Industrial
Co-operative Society towards a
general history of the Society.
(1987-1991): C
- Dr. Martin Purvis,
School of Geography
University of Leeds,
Leeds LS2 9JT
- The Geography of Co-operative Trading
in the 19th century.
(Doc and Post-doc 1987 - cont.)
C and G
See Business Policy

Dr Otto Rauchbauer,
Institut für Anglistik
und Amerikanistik
der Universität Wien
A-1010 Wien,
Universitatstrasse,
Vienna
Tel. 401032562

The Correspondence and Diaries
of Sir Horace Plunkett
(Post-Doctoral commenced 1994):
Ireland: A/G

Rita Rhodes,
59 Crown Hill,
Rayleigh,
Essex, SS6 7HQ
Tel. 0268 776870

The International Co-operative Alliance
during War and Peace 1910-1950
PhD Dissertation at the Open University
commenced 1989:
International: G (Journal 79)

Christopher Richardson,
21 Devonshire Promenade,
Lenton,
Nottinghamshire, N97 2OS

Co-operative Movement in
West Yorkshire, 1840-1900
(M.Phil. 1992-1994) C

Dr. E. Royle,
Dept. of History,
University of York,
Heslington,
York, YO1 5DD

Queenswood: 1839 to 1845.
Tensions between Managerial
Socialism and Democratic
Socialism in an Owenite Community.
(Post-Doc 1989 cont.) COMM

Jenny Smith

See Business Policy

Marc Stears

See Culture

Kevin W. Stone,
26 Five Lamps Court,
Kedleston Street,
Derby DE1 3GW

A History of the Langley Mill
and Aldegar Co-operative
Society. 1870-1972. (Archive and
Oral Based Research 1991 cont.): C

Avram G. Taylor,
Dept of Sociology,
University of Durham,
Elvet Street,
Durham, DH1 3JT
091-276 5650

Working Class Credit on Tyneside
since 1918. (PhD Dissertation
commenced 1992 completion 1995)
CU/C

Michael Tydesley,
Dept. of Social Science,
Manchester Metropolitan
University,
Chatham/Undercroft
Building,
Cavendish Street,
Manchester, M15 6DR
Tel. 061-247 3437/8

2. Impact of Communitarian Ideology
of G Landauer and M Buber on
the Bruderhof Communities
(Academic paper commenced 1992):
International: COMM

Tom Woodin,
Gatehouse Books,
Bireley Centre,
Chichester Road,
Manchester, M15 5FU

Class Conflict in Co-operation
Debates within Congress in late
19th and early 20th centuries.
(MA dissertation 1992) UK: C and G

Law

Edgar Parnell,
(Director) and others
c/o Plunkett Foundation
for Co-operative Studies
23 Hanborough Business
Park,
Long Hanborough,
Oxford, OX8 8LH

1. See Business Policy
2. Public Policy and the
Co-operative Enterprise
A study of the changes in statutory
and regulatory provisions
for the Co-operative Movement
(UKCC 1992): G
3. See Management 4, 5, 6 See
Training

I. Snaith,
Dept. of Law
The University,
University Road,
Leicester, LE1 7RH

1. Monitoring UK
legal provisions
for Co-ops. (1961 cont.) G
2. Update and analysis of IPSA
1965-75. (1990-91) G

Management

John Barker,
Centre for Extension
Studies,
University of Loughborough
& Dr. Peter Davis
Dept of Law,
University of Leicester,
University Road,
Leicester LE1 7RH
Tel. 0533 722371

1. See Davis Political Econ.
2. Co-operative Management
Development by Distance
Learning (1993 completed 1994) G
3. See Davis Values

John Barker, Dr. Peter Davis, 4. See Training
National Federation of
Credit Unions

Dr Peter Davis

4. Co-operative Human Resource
Management (Post-Doctoral
commenced 1992): UK/International
C/G

Ms Chris Pentney,
14 Bosworth Street,
Leicester, LE3 5RA
Tel. 0533 537463

The Value of Strategic Management
for Worker Co-operatives
(MBA Dissertation completed
1994): UK: W

Plunkett Foundation &
Marburg Consultancy,
University of Marburg

1. See Business Policy 2. See Law
3. Comparative Study of German and
UK agricultural machinery-sharing
associations. Applications and criteria
for success.
(Completed 1994); UK/Germany/
Eastern Europe: A

R.G. Spear

See Organisation and Business Policy
4. Study of Management and Employees
Participation in the Bus Sector
(1991 - completed 1995): UK: W

Marketing

Collette Blanchfield
School of Business,
University of Huddersfield,
Queensgate,
Huddersfield, HD1 3DH
Tel. 0484 4222 88 Ext. 2443

Consumer market responses to the
perceived business
ethics of financial institutions;
concerned with Banks' and Building
Societies' ethical policies
and their impact on consumer
behaviour.
(Sept 1992 to Sept 1994): UK: B

Ms. C. Harrison,
Market Research,
Dept. C.W.S. Ltd.,
PO Box 53,
New Century House,
Manchester, M60 4ES

Surveys & analysis
of awareness
of environmental
issues:
1. Adults (1989) C
2. Children (1989-96) C

Toby Johnson,
ICOM,
Vassalli House,
20 Central Road,
Leeds, LS1 6DE

Corporate Marketing Project
(DTI Funded 1992-93) W See also
Training

Neil Skinner,
ICOM,
Address as above

Ethical/Environmental Code and
Logo for Worker Co-operatives
(DTI Funded Project 1992-93) W

Membership

Martin P. Groombridge,
St Edmund Hall,
Oxford, OX1 4AR

Co-operative Democracy in the CRS.
A case study. (Ruskin College Dip.
1991-92) C

Prof. Roger Hadley
Dept. of Applied
Social Science,
Cartmel College,
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(Post-Doctoral 1981-91) W
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Tel. 0532 756704

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Dr. P. Davis,
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Leicester, LE17RH

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William S. Neale,
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Middlesex, UB8 3PH
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Friary House,
15 Colston Street,
Bristol BS1 5AP
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- Toby Johnson
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- Edgar Parnell
Director,
Plunkett Foundation for
Co-operative Studies,
23 Hanborough Business
Park,
Long Hanborough,
Oxford, OL8 8LH
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- Alan Thomas
Co-operatives Research
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Open University,
Milton Keynes, MK7 6AA
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Tel. 0908 274066

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Member Relations Dept,
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Society,
110 Fratton Road,
Portsmouth PO1 5DB

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Ms D L Brace See History

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Marc Stears See Culture

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